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Influence of Communication Patterns on Employee Performance in Selected Large Manufacturing Businesses in Eritrea

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Abstract:

Manufacturing businesses face challenges in terms of increasing productivity in which their products are competitive in the market. Particularly, the manufacturing businesses in Eritrea face challenges in terms of producing a competitive product. The contribution of the manufacturing businesses in Eritrea to the GDP is low and thus affecting to the economy of the country. Therefore, the manufacturing businesses in Eritrea need to increase productivity by ensuring their employees are performing efficiently and effectively. In this regard, effective communication patterns (formal and informal patterns) can play a role by facilitating the exchange of pertinent information among employees in an organization that actually supports them to achieve the required level of performance. It was therefore that the main objective of this study was to determine whether communication patterns influence employee performance in selected large manufacturing businesses in Eritrea. This study was a quantitative research study based on a quantitative data. The study considered communication patterns as independent variable and employee performance as a dependent variable. The target population for this study was employees of the selected large manufacturing businesses in Eritrea with a population size of 4175 employees. The study considered a sample size of 365 employees. The sampled employees were selected from each selected large manufacturing businesses using proportionate stratified random sampling technique. Data was then collected using questionnaire. The collected data was analyzed using both the descriptive (percentage) and inferential statistical analysis (correlation, regression and ANOVA) methods. SPSS was used as a tool to conduct the descriptive and inferential statistical analysis. The study findings reveal that there was a significant positive relationship between communication patterns and employee performance although the relationship was not so strong. It is therefore that the study concluded that communication patterns did have influence on employee performance in the selected large manufacturing businesses in Eritrea.

Keywords: Communication, communication patterns, formal communication, informal communication, employee performance, manufacturing businesses

1. Introduction

Communication is the most important aspect of an organization. It is thus, there is no organization, including the manufacturing businesses, without communication (Spaho, 2011). Employees of an organization communicate among each other in order to exchange the relevant and pertinent information that enable them to carry out their duties and achieve their given tasks as required. It is therefore that communication is becoming an important factor for the overall functioning and success of an organization (Rajhans, 2012). However, there are patterns in which information flows within an organization. Employees send and receive information or message through various layers of authority using various message systems or patterns (Shonubi & Akintaro, 2016). This implies that information flows in an organization through certain communication patterns. These communication patterns need to be so effective so that employees get the needed information on time and achieve what it should be achieved. This is because effective communication patterns improve the communication flow within the entire organization for smooth and better functioning of the business and for better employee performance. Thus, according to Nwata, Umoh & Amah (2016), employee performance couldn't be enhanced without effective communication or interactions with one another in an organization, which requires effective patterns of communication. This indicates that communication patterns have their own importance in organizations and hence they can have an influence on employee performance.

Actually, communication patterns refer to the flow of information in the organization. It deals with how information flows in the organization for smooth and better functioning of the business. According to Richmond, McCroskey & McCroskey, (2005), information flows through formal and informal communication patterns. Thus, employee's share or exchange information with each other through formal and informal patterns of communication. According to Richmond et al. (2005), the formal communication pattern follows the structure of the organization or the chain of Authority. It follows the formally or officially established lines of contact. The informal communication pattern, on the other hand, involves communication that follows the grapevine (Richmond et al., 2005). According to Subramanian (as cited in Ergen, 2010), informal communication pattern is based on friendship, relationship, proximity and shared interests between colleagues. It is therefore that communication patterns deal with the formal and informal communication among employees within the organization to get work done. This implies that communication patterns could have their own effect on employee performance in an organization including the manufacturing sectors (Rogers, 2013).

Today's businesses organizations are facing challenges in terms of increasing productivity in which their products are competitive in the market (Femi, 2014; Rajhans, 2012). They face challenges in terms of producing the required quantity and quality of products that are competitive in the global market (Kovacic & Luzar, 2011). Particularly, the manufacturing businesses in Eritrea face challenges in terms of producing a competitive product. The contribution of the manufacturing businesses to the GDP of Eritrea is as low as 5.9% and thus affecting to the economy of the country (Nyende & Mugisha, 2017). Therefore, the manufacturing businesses in Eritrea need to increase productivity by ensuring their employees are performing efficiently and effectively. In this regard, effective communication patterns can play a role by facilitating the exchange of pertinent information among employees in the manufacturing sector that actually supports them to achieve the required level of performance. This is because of that communication patterns determine the flow of information in an organization. It is therefore that when there are effective communication patterns in the manufacturing businesses in Eritrea, it guarantees effective exchange of information among employees that ultimately improve the performance of employees in producing the required quantity and quality of products. As a result, the manufacturing sectors in Eritrea can play their role in improving the economy of the country.

Although there are some previous researches in relation to communication patterns, little research has been done in relation to communication patterns and employee performance. Most of the reviewed past studies were not directly related on the direct influence of communication patterns on employee performance in the manufacturing sectors. It was therefore relevant to conduct a research study on the direct influence of communication patterns on employee performance by considering some of the large manufacturing businesses in Eritrea in order to address the existed research gap. So, the objective of this study was to determine whether communication patterns directly influence employee performance in selected large manufacturing businesses in Eritrea. Hence, the main research hypothesis of this study was that communication patterns are not significantly influence employee performance in the selected large manufacturing businesses in Eritrea.

This research article discusses first by reviewing the previous relevant literature studies on communication patterns and employee performance. It then discusses the methodology followed to conduct the research study. Next, the findings of the study are presented and discussed. At last, the conclusion of the study is provided

2. Literature Review

Communication patterns refer to the flow of information in the organization. It deals with how information flows in the organization for smooth and better functioning of the business. According to Chan Chun Ming (2010), communication patterns allow information to transmit through defined channels so that information can reach intended receivers in a timely and efficient manner. In any organization, information flows through formal and informal communication patterns (Richmond et al., 2005). Thus, the patterns of communication are formal and informal communication patterns in which employees exchange or share information or messages with each other in manufacturing businesses (Shonubi & Akintaro, 2016).

According to Richmond et al. (2005), formal communication follows the hierarchical structure of the organization or the chain of authority. It follows the formal, established official authority of lines of contact. Thus, "formal communication patterns are the official paths recognized by management. They follow the established chain of command or line of authority. Formal communications are official, organization-sanctioned episodes of information transmission" (Shonubi & Akintaro, 2016, p.1906). Typically, it occurs through defined reporting channels established by the organization's hierarchy structure or management. Thus, according to the social network theory, formal communication takes place in formal communication networks of the organization. In addition, formal communication can be described functionally in terms of the kind of information it carries (Chan Chun Ming, 2010). Chan Chun Ming indicated that, for instance, information or messages related to task or production, such as task outputs including job instructions and performance feedback, are transmitted through the official and formal networks. This implies that formal communication is often pre-arranged and necessary for performing some tasks (Banihashemi, 2011). Therefore, formal communication can help employees in communicating clearly. Ineffective or unclear communication is detrimental for employees since it leads to poor performance (Atambo & Momanyi, 2016). Therefore, formal communication can have an influence on employee performance in manufacturing businesses.

Informal communication, as Mishara (as cited in Chan Chun Ming, 2010) stated, is also a major communication network in an organization. According to Subramanian (as cited in Ergen, 2010), informal communication takes place between employees due to proximity, friendship, relationship or perception of each other as a reliable member, and trust. Informal communication creates informal links or networks among employees and there is no any formal structure

in which information flows. Thus, according to the social network theory, employees of an organization establish informal links or networks where informal patterns of information flow. This informal link can enable employees to make the communication effective and powerful. Above all, informal communication is fast and instant as there are no formal channels to follow. Actually, informal communication occurs when the employees are not able to communicate the required information to higher authorities due to certain reasons or communication barriers. Thus, as Crampton et al. (as cited in Ergen, 2010) stated that informal communication takes place when the formal communication network has inconsistencies and vulnerabilities in terms of the flow of information within the organization. These inconsistencies and vulnerabilities create opportunity for the informal communication to appear within the organization

Actually, informal communication involves communication that follows the "Grapevine" (Richmond et al. 2005). According to Subramanian (as cited in Ergen, 2010, p.7), "informal communication is called Grapevine". The Grapevine, according to Morgan Mishara (as cited in Chan Chun Ming, 2010), arise out of social interaction. Crampton et al. (as cited in Ergen, 2010, p.7) described that "the Grapevine is linked with the intensity and importance of the communication to employees; the degree of ambiguity and lack of clarity of the communication to employees; an organizational environment that is insecure or threatening; and with an organization climate where lack of trust exists among employees toward formal communications." Since the Grapevine arises from social interactions of employees and occurs in a personal network, it is faster as compared to formal communication. It allows generating more ideas among employees as a sort of informal link between employees. It helps them to engage in deeper exchange of ideas and information about their work. For instance, Albrech & Ropp (as cited in Verma, 2013) discovered that employees were more likely to communicate about new ideas with colleagues with whom they actually communicate task related issues and personal matters rather than following the formal channels that are based upon hierarchical relationship. This implies that informal communication can lead to effective communication and hence can have an effect on employee performance. This is because smooth and fast flow of information or communication among employees may likely create and facilitate high performance by employees (Femi, 2014).

In relation to employee performance, the human relation theory indicates that employees are the main assets of an organization because they do play a great role in organizational performance. Hikmah (2015) described that the performance of an organization is the accumulation and summation of every employee performance. This implies that organizational performance can't be achieved without ensuring the individual employee performance. Thus, employee performance is crucial for an organization including the manufacturing businesses to achieve the intended performance. Performance, according to Beirut (as cited in Nebo et al., 2015), is about doing the work and about the results achieved. This implies that performance is the achievement of work by an employee. However, Prabu (as cited in Hikmah, 2015) stated that performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned. This implies that performance can be measured by the quality and quantity of work achieved by an employee. Nebo et al. (2015) explained that measurement of performance is the process of quantifying the efficiency and effectiveness of an organization. It is thus, according to Hikmah (2015), performance is the degree of efficiency and effectiveness. However, Low (as cited in Bartusevicienė & Sakalyte, 2013) described that employee performance can be measured in terms of the quantity and quality of products that characterize the efficiency and effectiveness of the work achieved respectively. It is therefore relevant to consider the quality and quantity of products to measure efficiency and effectiveness and thus to measure the performance of employee in the manufacturing businesses.

According to Nwata et al. (2016), effective communication is important to employee performance. Employee performance can't be achieved without effective communication among employees in the organization. However, to have effective communication, it is important to have effective formal and informal communication among employees within the organization to get work done. This implies that communication patterns (formal and informal patterns) can have their own effect on employee performance (Rogers, 2013). It was therefore important to conduct a research study to determine the direct influence of communication patterns on employee performance in selected large manufacturing businesses in Eritrea.

3. Methods

This study was dealt with communication patterns and employee performance in selected large manufacturing businesses in Eritrea. Hence, the study area was in the country Eritrea. The study considered 14 large manufacturing businesses that are located in the central region of Eritrea. It considered employees of these selected large manufacturing businesses in Eritrea. Thus, the unit of analysis for this study was the individual employee of the selected large manufacturing businesses. Hence, the target population of this study was employees of the selected large manufacturing businesses in Eritrea with a total population size of 4175 employees. The study then considered a total sample size of 365 employees. The sample size was determined using Taro Yamane formula, which is a simplified formula to calculate a sample size (Israel, 1992). Then, using the proportionate stratified random sampling techniques, the sample sizes for each selected large manufacturing business were determined.

This study was based on quantitative data and thus the research design of this study was a quantitative research design (Creswell, 2014). It was therefore that a cross-sectional survey was conducted. For the survey, a questionnaire was used as a data collection instrument. The questionnaire was basically focused on the independent and dependent variables of this study. The questionnaire was designed carefully to be relevant, appropriate, intelligible, precise, and unbiased so that it can yield valid information and measures what is supposed to measure (Bolarinwa, 2015). Almost all the questions in the questionnaire were prepared in Likert Scale (strongly agree, agree, neutral, disagree, and strongly disagree). To

ensure the validity of the questionnaire further, a pilot test was done on 30 employees of Saba Shoe Factory because 30 is a reasonable number for piloting (Perneger, Courvoisier, Hudelson, & Ageron, 2014). Saba Shoe Factory was selected randomly for the purpose of piloting and thus its employees were not part of the final sample for the actual study. In addition, a Cronbach's Alpha reliability coefficient was used to measure reliability of the questionnaire since it is the most widely used to measure reliability (Bolarinwa, 2015). It is also appropriate for the reliability measure of the instrument in Likert-type items (Gliem & Gliem, 2003). The calculated Cronbach's alpha values were 0.77 for communication patterns and 0.843 for employee performance. These values are acceptable since they are above 0.6 (George & Mallery, 2003). Hence, there was a good internal consistency (reliability) of the items in the Likert-scale.

This study used both the descriptive and inferential statistical measurements for the data analysis. For the descriptive analysis, percentage was used. For inferential analysis, the parametric measurements of statistics (correlation, regression and ANOVA) were used. SPSS was used as a tool for the descriptive and inferential data analysis. Since the parametric statistical measures assume that the sample distribution follows normality (Razali & Wah, 2011; Mordkoff, 2016) and the normality of the distribution influences how data are described and analyzed (Sainani, 2012), normality of the data distribution was determined using the formal normality test (Kolmogorov-Smirnov test, Shapiro-Wilk test). However, the Shapiro-Wilk test was considered to determine normality of the variables since it is more powerful for all types of sample size and distributions than Kolmogorov-Smirnov test (Razali & Wah, 2011). Therefore, the Shapiro-Wilk test indicated that the data distributions for the variables, communication patterns ($p=0.063>0.05$) and employee performance ($p=0.08>0.05$), were normal. Hence, it was possible to move and conduct the inferential analysis using the parametric measurements of statistics.

4. Findings

This section presents the findings of the analyses related to communication patterns and employee performance in the selected large manufacturing businesses in Eritrea. Thus, it presents the descriptive findings in relation to the importance of communication patterns, effectiveness of each communication pattern, and employee preferences on the communication patterns. It then provides the findings of the inferential analyses of the study. However, it presents first the response rate of the study.

4.1. Response Rate of the Study

At the start, the study considered 14 large manufacturing businesses in Eritrea with a total sample size of 365 employees. However, data was collected only from the 11 large manufacturing businesses with total respondents of 267 employees. This is because, two of the considered manufacturing businesses were not cooperative and one manufacturing business was not functioning during the data collection period. Therefore, the response rate was 73.15% and is acceptable response rate because the reasonable and acceptable response rate that can contribute to the validity of the study is 60% +/-20 (Baruch, 1999).

4.2. Importance of Communication Patterns

First, it was important to determine the importance of the communication patterns in the selected manufacturing businesses. Accordingly, Table 1 reveals that a majority of the employees of the selected large manufacturing businesses confirmed that formal and informal communication had importance in information exchange that would enable them to execute the given tasks. Thus, Table 1 shows that a total of 81.3% strongly agree (38.2%) and agree (43.1%), 7.1% neutral (neither agree nor disagree), and a total of 11.6 % of employees disagree and strongly disagree.

	Frequency	Percentage (%)
Strongly Agree	102	38.2
Agree	115	43.1
Neutral	19	7.1
Disagree	21	7.9
Strongly Disagree	10	3.7
Total	267	100

Table 1: Importance Of Communication Patterns

4.3. Effectiveness of Formal and Informal Communication

Once the importance of the communication patterns was determined, it was further important to determine whether formal and informal communication patterns were effective in the selected manufacturing businesses in Eritrea. In relation to the effectiveness of formal communication in exchanging the required and needed information to perform tasks, a majority of employees of the selected large manufacturing businesses in Eritrea confirmed that formal communication was effective. Thus, Table 2 shows that a total of 56.2% of the employees strongly agree (22.5%) and agree (33.7%), 20.6% neutral (neither agree nor disagree), and a total of 23.2% of the employees disagree and strongly disagree.

	Formal Communication		Informal Communication	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Strongly Agree	60	22.5	17	6.4
Agree	90	33.7	52	19.4
Neutral	55	20.6	39	14.6
Disagree	35	13.1	103	38.6
Strongly Disagree	27	10.1	56	21.0
Total	267	100	267	100

Table 2: Effectiveness of Formal Communication

However, in relation to the effectiveness of informal communication, Table 2 reveals that a majority of the employees of the selected large manufacturing businesses confirmed that there was no good level of effectiveness of informal communication in exchanging important and required information. Informal communication was not effective in the selected large manufacturing businesses. Thus, the findings in Table 2 indicates that a total of 25.8% of the employees strongly agree and agree, 14.6% neutral (neither agree nor disagree), and a total of 59.6% of the employees disagree and strongly disagree.

4.4. Employees Preference on Communication Patterns

Considering the level of effectiveness of the communication patterns, it was again important to determine which of the communication patterns would be preferred by employees of the selected manufacturing businesses for effective communication. The findings on Table 3 reveals that a majority of employees of the selected large manufacturing businesses in Eritrea confirmed that they prefer formal communication for effective exchange of information so that they can produce the required quantity and quality of products. Thus, Table 3 shows that a total of 65.5% of the employees prefer formal communication, 9% prefer informal communication, and 25.5% prefer both formal and informal communication.

	Frequency	Percentage (%)
Formal communication	175	65.5
Informal Communication	24	9.0
Both (Formal and Informal)	68	25.5
Total	267	100

Table 3: Employee Preference on Communication Patterns

4.5. Correlation Analysis for Communication Patterns and Employee's Performance

A correlation analysis was conducted to determine whether there is a relationship between communication patterns and employee's performance. The findings on Table 4 shows that the Pearson correlation coefficient (r) was 0.178 with p -value of 0.004 ($r=0.178$, $p=0.004$). Therefore, there is a statistically significant relationship between communication pattern and employee performance because $p<0.05$. However, although there is a positive relationship, the relationship is not strong since $r=0.178$ is far from $r=1$ at which there is a strong relationship.

		Communication Patterns	Employee Performance
Communication Patterns	Pearson Correlation	1	.178**
	Sig. (2-tailed)		.004
	N	267	267
Employee Performance	Pearson Correlation	.178**	1
	Sig. (2-tailed)	.004	
	N	267	267

Table 4: Correlation Analysis for Communication Patterns and Employee's Performance

** Correlation Is Significant at the 0.01 Level (2-Tailed)

4.6. Regression Analysis for Communication Patterns and Employee Performance

A linear regression analysis was also used to test if the communication patterns significantly predicts employee performance. The findings of the regression analysis in Table 5 indicates that there is a relationship between communication pattern and employee performance in which the adjusted R^2 is 0.028. This implies that only 2.8% of the employee performance can be explained by the communication patterns. The remaining 97.2% of the employees performance are due to other factors which are not included in this model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.178 ^a	.032	.028	.53573

Table 5: Regression Model Summary
a. Predictors: (Constant), Communication Patterns

In addition, Table 6 illustrates that the test of beta coefficient reveals that communication patterns significantly predicted employees performance since $P=0.004<0.05$. Therefore, the model can be defined as $Y=0.866+0.199X$, where Y =Employee performance and X =Communication patterns. This indicates that increase in the effectiveness of the communication patterns leads to increase the performance of employees by 0.199. This means that communication patterns did have influence on employees performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.866	.106		8.207	.000
	Communication patterns	.199	.068	.178	2.940	.004

Table 6: Regression Analysis Coefficients
a. Dependent Variable: Employee Performance

4.7. ANOVA for Communication Patterns and Employee Performance

An analysis of variance (ANOVA) was further conducted in order to determine the influence of the independent variable on the dependent variable or to determine how better the independent variable at predicting the dependent variable (Sawyer, 2009; Field, 2013). Therefore, the findings in Table 7 indicate that the relationship between communication patterns and employee performance is statistically significant since $F_{1,265;0.05}=3.88<8.643$ with $p=0.004<0.05$. Thus, the regression model is significantly fitted to predict the dependent variable. This implies that communication patterns did have influence on employee performance in the selected large manufacturing businesses in Eritrea.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.481	1	2.481	8.643	.004 ^b
	Residual	76.056	265	.287		
	Total	78.537	266			

Table 6: ANOVA Analysis
a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Communication Patterns

5. Discussion

The descriptive findings of this study indicate that the communication patterns (formal and informal patterns) are important for the exchange of information among employees in the selected large manufacturing businesses in Eritrea with a representation of 83.1%. Such exchange of information through the formal and informal communication patterns enables employees to execute their given tasks. However, these communication patterns should have to be so effective so that the pertinent and needed information would be reached to the right receiver accurately and on time. This is because effective communication is important to employee performance and ineffective communication is detrimental for employees and leads them to poor performance. Having said that, the findings of this study reveals that formal communication was effective (56.2%) while informal communication was ineffective (59.6%) in the selected large manufacturing businesses in Eritrea. The descriptive findings of this study further reveal that employees of the selected large manufacturing businesses prefer to communicate through a formal communication pattern (65.5%) because formal communication is effective to them.

Although, employees of the selected manufacturing businesses prefer formal communication because of its effectiveness, only 56.2% confirmed that it is effective and 23.2% against it. It is therefore that the 23.2% should not be ignored. It is thus, formal communication needs to be further effective to a very large proportion of employees of the selected manufacturing businesses in order to achieve the maximum effectiveness of communication in the manufacturing sectors. In relation to informal communication and despite its importance in terms of easy and fastest way of communication and bringing employee in deeper exchange of ideas and information about their work, only 9% of employees of the selected large manufacturing businesses prefer to communicate informally. This is actually due to the ineffectiveness of informal communication in the selected large manufacturing businesses. The ineffectiveness of informal communication could be due to existed communication barriers and the management system of the selected large manufacturing businesses in Eritrea, which might be unfavorable for informal communication to take place effectively. This might be the reason why most employees of the selected large manufacturing businesses prefer formal communication in order to execute their given tasks.

In addition to the descriptive findings, the inferential findings of this study indicate that there is a significantly positive relationship between communication patterns and employee performance in the selected large manufacturing businesses in Eritrea. However, the relationship is weak because the correlation coefficient is 0.178. Consequently, although the regression findings reveal that communication patterns fit to adequately predict employee performance in the selected large manufacturing businesses, it is only 2.8% of the employee performance can be explained by the communication patterns. The remaining 97.2% of the employees performance are due to other factors which are not included in this model. However, the findings of the ANOVA analysis confirmed that communication patterns did have influence on employee performance in the selected large manufacturing businesses in Eritrea. This finding is consistent with the findings of Owusu-Boateng & Jeduah (2014) and Bhatia & Balani (2015) that internal communication (formal and informal) had correlated with employee performance.

Although, inferential findings of this study reveal that communication patterns did have influence on employee performance in the selected large manufacturing businesses, only 2.8% of the employee performance can be explained by the communication patterns. This finding implies that the influence of the communication patterns minimal. It is therefore that the communication patterns, both the formal and informal patterns, need to be so effective so that both patterns play their role at improving the performance of employees in the selected large manufacturing businesses in Eritrea. This is because, the communication patterns determine the flow of pertinent and needed information for employees to carry out their duties and achieve what it should be achieved. As a result, their influence will be much more than that of 2.8%. It is thus, the selected large manufacturing businesses in Eritrea should work diligently at improving the level of effectiveness of both communication patterns, particularly the informal communication pattern, to increase their employee performance. Informal communication is fast and can empower the exchange of information among employees and thus help them to improve their performance. They need to recognize that ineffective communication is detrimental for employees and leads them to poor performance. In addition, the manufacturing businesses should be able to avoid any obstacles to communication. They should create a favorable communication climate and management systems to communication so that both formal and informal communication would be so effective and contribute in improving employee performance in the sector.

Actually, this study was limited as it was done based on a quantitative research method and considering only large manufacturing businesses in Eritrea that are located in the central region of the country. It is therefore important to conduct further research based on in-depth qualitative research considering manufacturing businesses that include large, medium and small manufacturing businesses. The researcher believes that a qualitative research would further strengthen the findings of this quantitative study.

6. Conclusions

Based on the descriptive findings of this study, it can be concluded that both formal and informal communication patterns are important for information exchange among employees in the selected large manufacturing businesses in Eritrea in order to execute their given tasks. However, the study further concluded that formal communication was effective whereas informal communication was ineffective in the selected manufacturing businesses in Eritrea. In relation to the preferences on the communication patterns, the study concluded that employees of the selected manufacturing businesses prefer formal communication to exchange information within the manufacturing businesses. Furthermore, based on the inferential findings, the study concluded that there is a significantly positive relationship between communication patterns and employee performance in the selected large manufacturing businesses. Thus, communication patterns did influence employee performance in the selected large manufacturing businesses in Eritrea. It is therefore that the selected large manufacturing businesses should keep the communication patterns to be so effective so that employees share the pertinent and needed information formally and informally to execute the given tasks and produce the required quantity and quality of products.

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