



Corporate Communication and Employee Productivity in Nestle Nigeria Plc

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Abstract

This study investigated the influence of corporate communication on employee productivity at Nestlé Nigeria Plc. Guided by five research questions, the study was anchored on the Two-Way Symmetrical, Social Exchange, and Herzberg's Two-Factor theories. Utilising a quantitative survey design, data were collected from 341 employees via a structured questionnaire and analysed using simple percentages and frequency tables, with the findings further contextualised by brief corroborating commentary from two purposively selected key management staff. Findings revealed that the corporate communication policy enhances productivity through effective two-way communication: 83% of employees reported familiarity with the policy and 71% described the company's goals and objectives as very clearly communicated. The majority of employees (67%) described management's communication style as open and transparent, while email and staff meetings were ranked as the most used and most trusted internal channels, with 96% of respondents rating these channels as very potent. Furthermore, 86% of respondents associated the company's corporate identity with a sense of belonging and pride, and among the 38% of respondents who had experienced a crisis situation, the company's crisis communication strategies were strongly associated with sustained productivity (weighted mean score of 4.46 out of 5). the study recommends that Nestlé Nigeria Plc should regularly update its communication policy and institutionalise regular staff briefings with consistent two-way feedback mechanisms. Additionally, the organisation must improve its digital communication infrastructure, strengthen employee recognition initiatives to leverage brand ambassadorship, and maintain a proactive crisis framework through a dedicated management team and periodic simulations.

Keywords: corporate communication, employee productivity, Nestlé Nigeria Plc

Introduction

Communication is the lifeblood of every organisation: it is the means by which strategy becomes action, policy becomes practice, and vision becomes measurable results (Argenti, 2017). Where communication is clear and consistent, employees understand their roles and perform effectively; where it falters, confusion, duplicated effort, and declining morale follow, often at significant cost (Akarika, Iwok, & Ikon, 2021; Adejumo & Jaiyeola, 2023). The scale of what is at stake is striking: McKinsey and Company (2022) report that organisations with transparent communication systems record productivity and engagement gains of up to 25%, while The Economist Intelligence Unit (2018) finds that 52% of managers attribute reduced morale and productivity directly to poor communication, and 44% of employees link project delays to communication failures. Communication, in other words, is not a peripheral support function but a strategic asset on which organisational performance directly depends (Cornelissen, 2020). This dynamic is especially pronounced in large multinational manufacturers operating in Nigeria, such as Nestlé Nigeria Plc, where a broad operational structure and a diversified workforce make consistent communication essential for ensuring that performance objectives are understood, policies are interpreted uniformly, and employees remain motivated to meet organisational goals.



Yet it is precisely in such large, structurally complex organisations that communication breakdowns are most costly and most likely to occur: inconsistent policy dissemination, uneven managerial messaging, and poor feedback loops can quietly erode the very productivity that effective communication is meant to protect.

The problem is that, for a company of Nestlé Nigeria Plc's scale, there is no empirical basis for knowing whether, and to what extent, its corporate communication practices are in fact achieving this protective effect. Industry reports of uneven managerial messaging, inconsistent feedback flow, and imprecise policy dissemination in Nigerian manufacturing firms more broadly (Ukpong, 2022) suggest that such gaps can impair role clarity, dampen motivation, and reduce staff efficiency; whether comparable patterns exist within Nestlé Nigeria Plc specifically, and how they relate to its employees' productivity, remains unknown. While the relationship between corporate communication and employee productivity is well established in the global literature, and increasingly examined within the Nigerian manufacturing and banking sectors (Adegbuyi, Akinyele, & Akinyele, 2015; Okoro, 2012), empirical evidence specific to Nestlé Nigeria Plc, a leading multinational fast-moving consumer goods (FMCG) manufacturer, remains scarce.

Existing Nigerian studies have largely focused on other sectors or firms and have not disaggregated corporate communication into distinct, measurable dimensions, leaving unanswered how Nestlé's specific communication policy, management communication style, internal communication channels, corporate identity, and crisis communication strategies individually and collectively relate to employee productivity within its own organisational context. The gap, in short, is both contextual, in that no study has examined a Nigerian FMCG multinational of this kind, and empirical, in that no primary data link these specific constructs within Nestlé's workforce. However, this study addresses that gap directly. It investigates empirically how five dimensions of corporate communication, namely communication policy, management communication style, internal communication channels, corporate identity, and crisis communication, relate to employee productivity at Nestlé Nigeria Plc.

Statement of the Problem

In today's competitive business environment, corporate communication has become a vital tool for sustaining organisational success and employee engagement. Organisations use structured internal and external communication systems to strengthen stakeholder relationships, build a coherent organisational identity, and align corporate goals with employee behaviour. However, for many organisations, including large multinationals, the degree to which this communication mechanisms translate into measurable employee productivity outcomes remains empirically underexamined, particularly within the Nigerian manufacturing sector (Adegbuyi, Akinyele, & Akinyele, 2015; Okoro, 2012).

Nestlé Nigeria Plc, as a multinational manufacturing corporation, maintains a documented corporate communication structure covering internal communication, management style, corporate policy, and employee engagement. Yet, patterns reported elsewhere in Nigerian manufacturing firms, such as uneven managerial messaging styles, inconsistent feedback flow, and imprecise policy dissemination (Ukpong, 2022), suggest that communication gaps of this kind can impair role clarity, dampen motivation, and reduce staff efficiency. Whether these patterns hold within Nestlé Nigeria Plc specifically, and how they relate to productivity, has not been empirically established.



Objectives of the Study

The study set out to:

1. Find out the influence of Nestle Nigeria Plc corporate communication policy on employee productivity;
2. Investigate how management communication style influences employee productivity in Nestle Nigeria Plc;
3. Ascertain the effectiveness of internal communication channels in Nestle Nigeria Plc;
4. Find out how Nestle Nigeria Plc corporate identity influences employee productivity;
5. Ascertain the influence of Nestle Nigeria Plc's crisis communication response strategies on employee productivity.

Literature Review

Review of Concepts

Corporate Communication

One of the most vital things in any job is communication, encompassing both communication between staff members and between supervisors and staff. Any communication that a business uses to convey its messages to internal and external audiences is referred to as corporate communication, whether channelled through public relations, marketing campaigns, social media, internal memos, newsletters, or meetings. Regardless of the format, corporate communication seeks to promote a unified corporate identity and ensure that employees, clients, investors, and the general public are aligned with the company's goals, objectives, and core values (Van Riel, 2010, cited in Mohamad & Bakar, 2018).

Mohamad and Bakar (2018), citing Yamauchi, trace corporate communication's rise to public attention to 1972, when the US business magazine *Fortune* hosted its first annual Corporate Communication seminar; at that time, company messaging was still handled as corporate public relations by an organisation's public relations department. Grunig and Hunt (2018) trace earlier roots to the journalism field, where persuasive, largely one-way messaging gradually gave way to a two-way symmetrical model concerned with fostering mutual understanding and incorporating stakeholder feedback. By the early 21st century the field had expanded considerably, drawing on marketing, strategic management, employee communication, investor relations, and messaging (Argenti, 2017), with core concerns spanning issues management, crisis communication, community relations, and public affairs.

Scholars converge on corporate communication as a coordinating management function rather than a collection of ad hoc messages. Cornelissen (2011) defines it as a management function that provides a framework for the efficient coordination of internal and external messaging, with the ultimate goal of building and preserving positive reputations with essential stakeholder groups. Herle and Rustema (2012) similarly describe it as the management function responsible for internal messaging processes and for fostering long-term relationships between the organisation and its publics, while Van Riel (2010, cited in Mohamad & Bakar, 2018) frames it as a management tool for harmonising all intentionally employed forms of internal and external communication as effectively and efficiently as possible. However, some scholars place more weight on identity and reputation than on coordination as such. Christensen et al. (2007, cited in Mohamad & Bakar, 2018) define corporate communication as the comprehensive communication of an organisation that unifies its various messages under a single banner, derived etymologically from the Latin *corpus* (a complete or total entity) and *communicar* (to impart or share). Chanda



(2018) similarly frames it as the process of creating, fostering, and upholding a company identity or brand image through organised, related activities with partners, customers, and employees, while Argenti (2017) identifies managing corporate reputation as one of corporate communication's three core functions, alongside facilitating internal communication and managing crisis communication. Where the first set of definitions foregrounds the internal coordination process, this second set foregrounds its external, image-building outcome.

A smaller number of scholars link corporate communication more directly to workplace outcomes. Cornelissen (2011) argues that organisational management lacking effective communication skills will be unable to create a positive work environment in which people can thrive, and Argenti (2017) similarly argues that good corporate communication ensures workers are aware of organisational goals and changes, aligning their efforts with strategic objectives and thereby supporting productivity. Based on the foregoing, a point of convergence is clear: scholars from public relations (Grunig & Hunt, 2018), management (Cornelissen, 2011; Van Riel, 2010), and organisational theory (Herle & Rustema, 2012) all treat corporate communication as a coordinating management function rather than a one-off messaging activity, and each strand agrees that this function does not operate in a vacuum but is directed at stakeholders, employees, investors, host communities, customers, and the wider public, whose perception of the organisation as 'legitimate' underpins its ability to thrive. Where the literature diverges is in emphasis: Christensen et al. (2007) and Chanda (2018) foreground identity and brand image as the end goal of corporate communication, whereas Cornelissen (2011) and Argenti (2017) foreground stakeholder relationships, reputational outcomes, and workplace alignment. This shows that corporate communication can be evaluated either as an identity-building exercise or as a relationship- and workplace-management function.

Employee Productivity

Over the past ten years, the idea of employee productivity has drawn more and more attention. As a result of the demands society places on them and the growing rivalry, many organizations today are keen to increase staff productivity. In summary, one factor that has a direct impact on the company's earnings is productivity (Gummesson, 1998; Sels et al., 2006 referenced in Ukpong, 2022). The global economy of today is characterized by intense competition. Productivity is a major problem. Since tracking performance and identifying issue areas are key components of organisational success, it is impossible to acquire insight into how to enhance productivity if it is not measured.

Hiring and keeping the best employees is now the key to productivity. There are encouraging indications in the business industry as numerous businesses are searching for methods to motivate staff and boost productivity. A slew of initiatives, including flexible work schedules, workplace wellness programs, bonuses, and benefits, are being implemented by numerous companies to solve productivity issues. An employee's production during a certain time period can be used to gauge productivity. Usually, an employee's productivity is evaluated in relation to the average output of workers performing comparable tasks. An employee's performance can also be evaluated based on how many units of a product or service they handle in a given period of time (Piana, 2001 referenced in Ukpong 2022).

Employee productivity, according to Woods (2018), is the quantity of output generated in a workday. Productivity is calculated as output divided by work hours. The productivity of an employee or group of employees is a measure of their effectiveness. Productivity is generally



understood to be the ratio of an output measure to an input measure. According to Mark and Zheltoukhova (2015), productivity can be defined as the efficiency with which value (output) is generated from inputs (people, capital equipment, land, energy, and so on). Productivity is generally understood to be the ratio of an output measure to an input measure. The efficacy and efficiency with which workers carry out their job responsibilities in order to meet organisational objectives is referred to as employee productivity. Though more expansive definitions take into account elements like work quality, time management, and overall contribution to organisational success, it is commonly assessed by output per labor hour. A number of variables, including as worker motivation, job satisfaction, and the accessibility of required equipment and resources, are frequently associated with high productivity. According to Sauermann (2016), employee productivity may therefore be calculated as an output (such as sales or units generated) divided by an input (such as labor costs or the number of hours worked).

Ukpong (2022), citing Ruch (1994), on the other hand, believed that productivity encompasses quality (fulfilling technical and consumer requirements), efficiency (smart use of resources), and effectiveness (creating the proper products or services). Experts have pointed to the necessity of a measurement scheme that prioritizes quality and productivity equally. Output may need to be defined as the quantity of units of production that are free of defects or that satisfy the needs or expectations of the customer if quality is factored into the ratio (Gerhard Plenert, 2002 referenced in Ukpong, 2022). The ability to provide a good or service is measured generally by productivity, he goes on to say.

Productivity, more precisely, is the measurement of how certain resources are handled to achieve timely goals expressed in terms of both quantity and quality. Hann (2013) asserts that by raising individual productivity, efficiency may be maximized in a number of sectors, including the workforce. The amount of work (items made, customers serviced) that an employee completes in a specific amount of time is also considered productivity, according to the author. Productivity is the amount of output produced from a given set of inputs, or the efficiency of production. Because of this, an output-to-input ratio is commonly used to explain it. Units of output produced per unit of a certain input are reflected in single-factor productivity measurements (Syverson 2011). Additionally, Green (2024) asserted that the ability of an employee to receive input (such as instructions, directives, requirements, etc.) and transform it into output is the basic definition of employee productivity.

Empirical Review

Recent empirical studies consistently demonstrate that strategic corporate communication is the foundation of employee engagement, motivation, and collaboration. Scholars agree that transparent, inclusive systems drive business performance, while poor communication causes severe operational inefficiencies. Highlighting this systemic impact, Colibri (2024) argues that effective communication systems are entirely essential to basic organizational functioning, warning that businesses risk systemic failure or dysfunction without them. Beyond daily operations, transparent communication is critical for building workplace trust and navigating organizational transitions. Using a mixed-method approach of surveys and interviews, Men (2014) established that transparent communication significantly increases employee engagement and trust in leadership, both of which serve as primary drivers of workplace productivity. This stability is particularly crucial during corporate shifts. Mishra, Boynton, and Mishra (2014) examined internal communication during organizational transformations and revealed that open, honest, and



consistent communication is mandatory to sustain staff morale and productivity during periods of change. Their findings emphasize that regular updates and active two-way feedback channels keep employees invested in organizational goals, ultimately empowering them to represent the brand effectively to customers.

The impact of communication varies across different sectors and geographic regions, requiring strategies tailored to specific workforce demographics. In the public sector, Brunetto et al. (2012) found that improved communication practices are directly linked to higher job satisfaction, organizational commitment, and performance. In the private sector, studies within the African business landscape highlight unique cultural nuances. Adegbuyi, Akinyele, and Akinyele (2015) investigated Nigerian manufacturing firms, including Unilever Nigeria PLC, and established that effective communication is vital to organizational efficiency. Crucially, they stressed that managers must incorporate socio-cultural factors when designing these strategies within Nigeria's diverse environment. Supporting this regional insight, Okoro (2012) studied Nigerian banks and confirmed that inclusive, open communication significantly improves employee motivation and productivity, reinforcing the necessity of adapting communication to meet the distinct expectations of Nigerian workers.

Effective communication also reshapes organizational structures and unifies diverse internal teams. Jasińska and Jasiński (2019) noted that implementing innovative, ICT-based communication platforms optimizes internal processes and strengthens overall communication effectiveness. This modern infrastructure helps build a cohesive corporate identity. Ramaswamy, Das, and Singh (2021) asserted that open communication with internal stakeholders including managers, employees, and volunteers, fosters a unified culture focused on shared objectives. This cultural alignment enhances cross-departmental collaboration, facilitates information sharing, eliminates duplicate efforts, and minimizes workplace conflicts stemming from strategic misunderstandings.

From a contemporary perspective, corporate communication is an interactive exchange of information, ideas, and feelings that directly dictates how employees execute tasks. Pavel (2024) reinforces that timely, appropriate communication is critical for organizational survival, noting that poor information flow leads to incomplete tasks and unachieved objectives. To define this relationship, Pavel identifies five core benefits of effective corporate communication, which include reducing misunderstandings by conveying clear information to prevent productivity losses, promoting empowerment and transparency so employees can perform duties confidently, and fostering a healthy culture rooted in respect, appreciation, and positive relationships. Additionally, effective communication increases accountability by explicitly clarifying expectations and responsibilities, while providing clear direction to reduce uncertainty surrounding organizational goals. Corroborating these points, Zavvy (2024) confirmed that employee productivity is deeply tied to communication, linking it directly to workflow efficiency, team cohesion, and resource conservation. Zavvy notes that structured communication simultaneously improves accountability, boosts morale, and strengthens feedback mechanisms.

Nonetheless, these empirical findings provide substantial evidence that corporate communication plays an important role in employee productivity across varied organisational and geographic contexts, from Western corporations (Men, 2014; Mishra, Boynton, & Mishra, 2014) to the Nigerian public sector (Brunetto et al., 2012), manufacturing sector (Adegbuyi, Akinyele, & Akinyele, 2015), and banking sector (Okoro, 2012). However, the literature gap this leaves for



Nestlé Nigeria Plc is threefold. Contextually, no cited study examines a Nigerian FMCG multinational specifically, as opposed to manufacturing firms generally or the banking and public sectors. Methodologically, the cited Nigerian studies do not disaggregate corporate communication into distinct, separately measured dimensions, such as communication policy, management style, internal channels, corporate identity, and crisis communication, as this study does. Theoretically, none of the reviewed studies jointly applies the Two-Way Symmetrical, Social Exchange, and Herzberg frameworks to explain the full pathway from communication input to productivity output. Investigating these dynamics within Nestlé Nigeria Plc will therefore provide vital, targeted insights into strategic communication and performance optimisation within the unique context of the Nigerian manufacturing sector.

Theoretical Framework

This study draws on three complementary theories: Two-Way Symmetrical Communication Theory, Social Exchange Theory, and Herzberg's Two-Factor Theory of Motivation. Together, they explain how communication influences employee behaviour, motivation and productivity at Nestlé Nigeria Plc. Two-Way Symmetrical Communication Theory, propounded by Grunig and Hunt (1984), explains how organisations and employees achieve mutual understanding through dialogue and balanced information exchange rather than one-way communication. Its emphasis on open communication and upward feedback provides a useful basis for examining employees' perceptions of communication openness, consistency and opportunities to express their views at Nestlé Nigeria Plc.

Social Exchange Theory (Blau, 1964) explains why employees may respond positively to effective communication. When management provides timely, transparent information, employees may perceive this as respect and reciprocate through greater commitment and productivity. Employees also assess the benefits of communication, such as trust and access to information, against its costs, including confusion and uncertainty. When the perceived benefits outweigh the costs, employees may be more willing to cooperate and perform effectively. Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959) explains how communication can support employee motivation and productivity. The theory distinguishes hygiene factors, such as company policy, supervision, salary and working conditions, from motivators, such as recognition, achievement and responsibility. Although communication is not itself classified as either a hygiene factor or a motivator, it conveys information about these factors. Clear communication of policies and supervisory expectations can help reduce dissatisfaction, while recognition and constructive feedback can support motivation and performance.

Together, the three theories provide a sequential framework for this study. Two-Way Symmetrical Communication Theory explains how information flows between management and employees; Social Exchange Theory explains employees' reciprocal responses to that communication; and Herzberg's Two-Factor Theory explains how communication conveys factors that influence motivation and productivity. This integrated framework guides the investigation of communication effectiveness and employee productivity at Nestlé Nigeria Plc.

Methodology

This study adopted an explanatory sequential mixed-methods design, in which survey data were collected first, followed by interviews to explain the findings. The study population comprised 3,000 employees across departments at Nestlé Nigeria Plc's Agbara factory, Ogun State. A sample of 341 was determined using the Krejcie and Morgan (1970) table, based on a

95% confidence level and 5% margin of error. A multi-stage sampling procedure was used. Departments served as sampling clusters, and simple random sampling was applied proportionately to departmental staff lists to select respondents. Purposive sampling was used to select managerial participants. For the qualitative component, two officials from the Human Resources and Corporate Communication Units were purposively selected based on their knowledge of internal communication. However, the limited number of interviews may not capture the full range of managerial perspectives. Data were collected using a 26-item closed-ended questionnaire and an in-depth interview guide. Senior academics in communication studies assessed both instruments for clarity, relevance and alignment with the five research questions. Questionnaires were administered online through Google Forms and WhatsApp over five weeks, while interviews were recorded via WhatsApp. Online data collection may have excluded employees with limited internet access or smartphone availability.

Quantitative data were analysed using frequencies and percentages, calculated by dividing the number of responses by the total number of respondents and multiplying by 100. The results were presented in frequency tables. Qualitative interview transcripts were coded into themes corresponding to the five research questions. The themes were compared across the interviews and integrated with the survey findings to explain response patterns and provide additional context. The descriptive analysis identifies response patterns but does not establish statistical associations or causal relationships between corporate communication and employee productivity.

Results

Out of the 341 copies of the questionnaire distributed and administered to the respondents in Nestle Nigeria Plc, 341 copies were retrieved and found fit for analysis of data for this study.

Table 1. Responses on Nestle Nigeria Plc corporate communication policy

Responses	Frequency	Percentage
A. Familiarity with the corporate communication policy		
Yes	284	83
No	-	-
Somewhat Familiar	57	17
B. Frequency of policy and procedure updates		
Regularly (daily/weekly)	334	98
Occasionally	7	2
(monthly/quarterly)		
Rarely (annually)	-	-
C. Clarity of company goals and objectives		
Very clear	241	71
Somewhat clear	87	26
Not clear	13	3

The data presented in Table 1 indicate that the majority of respondents, 284 (83%), affirmed familiarity with Nestlé's corporate communication policy, and 334 (98%) reported receiving regular (daily/weekly) updates on company policies and procedures. An overwhelming majority, 241 (71%), also reported clarity about the company's goals and objectives, while a minority, 13 (3%), found them unclear.

Table 2. *Responses on management communication style at Nestle Nigeria Plc*

Responses	Frequency	Percentage
A. Description of management's communication style		
Open and transparent	227	67
Regular but formal	114	33
Infrequent and informal	-	-
Rarely communicates	-	-
B. Frequency of performance feedback from management		
Regularly (daily/weekly)	213	63
Occasionally (monthly/quarterly)	71	21
Rarely (annually)	57	16
Never	-	-
C. Preferred communication style from managers		
Regular updates	102	30
Feedback on performance	68	20
Open and transparent communication	137	40
Formal communication	34	10
Informal communication	-	-

The data presented in Table 2 indicate that an overwhelming majority of respondents, 227 (67%), described the company's management communication style as 'open and transparent', and 213 (63%) affirmed receiving regular feedback on their performance from management. When asked about their preferred communication style, 137 (40%) of respondents favoured open and transparent communication from their managers.

Table 3. *Responses on internal communication channels at Nestle Nigeria Plc*

Responses	Frequency	Percentage
A. Internal communication channels used		
Email	137	40
Intranet	7	2
Staff meeting	107	30
Social media	17	5
Phone call	5	1
Written memorandum	68	20
B. Frequency of channel use		
Regularly	341	100
Occasionally	-	-
Rarely	-	-
Once in month	-	-
C. Perceived potency of existing channels		
Very potent	327	96
Not potent	14	4

The data presented in Table 3 indicate that a majority of respondents, 137 (40%), identified email as the primary internal communication channel used at Nestlé Nigeria Plc, and all respondents, 341 (100%), confirmed that the company regularly utilised internal communication channels, including email, staff meetings, written memoranda, social media, phone calls, and intranet, to communicate and engage with staff. An overwhelming majority, 327 (96%), also

perceived the existing internal communication channels as potent in keeping them informed about company news and updates.

Table 4: Responses on Nestle Nigeria Plc corporate identity

Responses	Frequency	Percentage
A. Extent corporate identity influences employee behaviour		
Very great extent	126	37
Great extent	171	50
Some extent	44	13
Not at all	-	-
B. Extent corporate identity fosters belonging and pride		
Very great extent	154	45
Great extent	140	41
Some extent	47	14
Not at all	-	-
C. Extent corporate identity is believed to influence productivity		
Very great extent	171	50
Great extent	170	50
Some extent	-	-
Not at all	-	-

The data presented in Table 4 indicate that a substantial proportion of respondents, 171 (50%), reported that the company's corporate identity influences their engagement and motivation at work. Nestlé's corporate identity was also found to have a positive impact on employees' sense of belonging and pride, with a significant majority, 294 (86%), affirming this, and the majority of respondents, 341 (100%), believed that their productivity is influenced by the company's corporate identity.

Table 5. Responses on crisis communication at Nestle Nigeria Plc

Responses	Frequency	Percentage
A. Experience of a crisis situation		
Yes	130	38
No	211	62
B. Crisis communication response strategies adopted		
Explanation	85	24
Solution	68	20
Sympathy	34	10
Transparency	68	20
Rebuilding Trust	51	15
Ensure	38	11
C. Agreement that crisis communication sustained productivity (weighted mean = 4.46)		
Strongly Agree	157	46
Agree	184	54
Disagree	-	-
Strongly Disagree	-	-

The data presented in Table 5 indicate that the majority of respondents, 211 (62%), had not encountered any crisis situation during their time at Nestlé Nigeria Plc, while the remaining 130 (38%) had. Among the crisis communication response strategies adopted, explanation, 85 (24%), was the most frequently mentioned. A high weighted mean score of 4.46, above the neutral



midpoint of 3.0, further suggests that Nestlé's crisis communication strategies were associated with sustained worker productivity.

Discussion

In relation to Research Question One, on the influence of corporate communication policy on employee productivity, the data indicate a notable level of familiarity among employees with Nestlé Nigeria Plc's corporate communication policy, alongside a consistent flow of information. The majority of respondents reported receiving regular policy updates and having a clear understanding of company goals. This is consistent with Colibri's (2024) argument that effective communication systems are essential to basic organisational functioning. The pattern also aligns with the Two-Way Symmetrical Communication Theory's emphasis on balanced information flow and functioning feedback channels as indicators of communication openness. Within Herzberg's framework, this consistent policy communication appears to function as a hygiene factor because it clarifies expectations and reduces the administrative confusion that Pavel (2024) associates with unachieved objectives, rather than itself constituting Herzberg's hygiene factor of company policy. This pattern is further supported by accounts from the two key informants interviewed, who described a framework of official guidelines, including the Nestlé Corporate Business Principles and Employee Relations Policy, designed to support two-way communication and provide clear information on job expectations. Given that only two informants were consulted, their accounts are treated as illustrative of the intended policy design rather than as independent verification of its effect on productivity.

With respect to Research Question Two, on how management communication style influences employee productivity, respondents associated open management communication and regular performance feedback with their own productivity. This pattern is consistent with, rather than proof of, the mechanisms described by Men (2014), whose research similarly found that transparent communication was associated with employee engagement and trust in leadership. This is consistent with Social Exchange Theory's account of reciprocity: employees who perceive management's information-sharing as transparent may be more likely to reciprocate with commitment, although the cross-sectional survey design used in this study cannot establish a causal relationship. The HR officer's account of a shift towards a flatter organisational structure, with more dotted-line relationships requiring cross-supervisory dialogue, offers a plausible explanation for why open communication is valued. However, this account also reflects the perspective of a single informant rather than an organisation-wide assessment. These findings are broadly in line with Adegbuyi, Akinyele, and Akinyele (2015) and Okoro (2012), who found that open, culturally attuned communication strategies were associated with efficiency and motivation in Nigerian organisations.

On Research Question Three, concerning the effectiveness of internal communication channels, the data show that email and staff meetings were identified as the most frequently used and most trusted channels, indicating a blend of digital and face-to-face communication. This is consistent with Jasińska and Jasiński's (2019) observation that structured, ICT-supported communication platforms can strengthen internal communication processes. Consistent with the distinction set out in the theoretical framework, these channels are not, in themselves, hygiene factors or motivators. Rather, emails and written memoranda appear to serve as vehicles for hygiene-related content, such as policy and role clarification, while interactive channels, such as staff meetings, appear better suited to conveying motivational content, such as recognition and



feedback. This interpretation is in line with Zavvy's (2024) observation that structured communication strengthens accountability and morale. Management's stated practice of reviewing channel choices through internal surveys and enforcing compliance boundaries, such as internet and email usage policies, suggests a degree of institutional attention to these channels. However, the descriptive design of this study cannot determine the extent to which the reported effectiveness of these channels is attributable to the channels themselves, as opposed to other workplace factors.

Regarding Research Question Four, on how corporate identity influences employee productivity, respondents associated Nestlé's corporate identity with a sense of belonging and pride, which they, in turn, associated with their own productivity. This is consistent with Ramaswamy, Das, and Singh's (2021) argument that open internal communication can support a unified corporate culture built around shared objectives. The corporate communication officer's account, which linked this sense of pride to Nestlé's Creating Shared Value initiatives and flexible working arrangements that support work-life balance, offers one plausible explanation for the association. However, this remains a single informant's interpretation rather than an independently verified causal pathway between corporate identity and productivity.

Finally, in relation to Research Question Five, on crisis communication response strategies, respondents who had experienced a crisis situation associated Nestlé's use of explanation, transparency, and solution-focused messaging with sustained productivity during disruptions. This pattern is consistent with, rather than direct confirmation of, Mishra, Boynton, and Mishra's (2014) finding that open and consistent communication helps sustain morale and productivity during organisational change. The HR officer's description of complementary structural safeguards, including adherence to health and safety regulations and the Employee Compensation Act, suggests that Nestlé's crisis response combines communication with concrete operational measures.

Conclusion

The study found that employees' perceptions of corporate communication at Nestlé Nigeria Plc were associated with their self-reported productivity, pride and sense of belonging. Across the five research questions, respondents reported familiarity with the communication policy, positive perceptions of management communication, confidence in internal communication channels, a strong sense of corporate identity and confidence in crisis communication strategies. However, the cross-sectional survey and two key-informant interviews establish associations, not causation. Other factors, including remuneration, leadership, training and working conditions, may also influence productivity.

Recommendations

The study findings lead to the following recommendations being made:

1. The corporate Communication Unit should conduct a documented annual review of the policy, timed to the company's fiscal year-end, and communicate any changes to all staff within two weeks via both email and department briefings to strengthen employee awareness of the corporate communication policy.
2. To make management's communication style more consistently open and two-way, departmental managers should hold structured monthly briefings with a standing feedback segment, and Human Resources should monitor briefing attendance and feedback-channel usage quarterly to track improvement.



3. The IT and Human Resources departments should introduce an offline channel, such as printed noticeboards or supervisor-relayed briefings at shift changes, specifically for production-floor staff, to ensure equitable access to information alongside digital channels.
4. To convert the strong sense of identity-driven belonging reported in this study into sustained productivity, Human Resources should formalise an employee recognition scheme.

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