



**MARKETING COMMUNICATION AND ITS IMPACT ON
WORKERS' PRODUCTIVITY IN MANUFACTURING FIRMS IN
KADUNA**

**BELLO, BABATUNDE SIKIRU¹; OZIMEDE, ELIZABETH I.²; GATA,
ELIZABETH³ & NWOKENKWO, BEN OLUBUNMI⁴**

^{1&4}Department of Marketing, Federal Polytechnic, Bida Niger State.

*^{2&3}Department of Business Administration & Management, Federal
Polytechnic, Bida Niger State*

ABSTRACT

This study is aimed at evaluating Marketing communication and its impact on workers' productivity in manufacturing firms in Kaduna, North Central Nigeria. The study aims to examine if marketing communication enhances good working relationship in manufacturing firms as well as examine if there is any way by which marketing communication can help increase the profit and market share of manufacturing firms. The research design used in this work is exploratory research due to its flexibility and ability to eliminate impracticable ideas. The study population consists of 70 workers drawn randomly from 2 major manufacturing firms in Kaduna metropolis (Rigid Containers Limited. 33 and Jaykay Carpet Industry 37). Simple random sampling method was used for all-inclusiveness of the target audience. Both primary source (structured questionnaires) and secondary sources (journals, books and other relevant records of the firms) were contacted. Data collected were analyzed with tables and simple percentage with chi-square test used to test the hypotheses formulated. Taro Yamane method was used to determine the sample size due to its efficiency. A major findings revealed that Result of findings indicate that firms can utilize marketing communication to improve workers' productivity. Establishment of effective communication channels between buyers and sellers is a pre-requisite of success in manufacturing firms. It was concluded that a relationship exists between the concept of marketing communication and

worker's productivity. It is worthy to note also that if a strong marketing communication is in place, workers will be more productive, more efficient, and more effective in carrying out their duties. The study recommends among others that manufacturing firms should have a clear expectations and a clear marketing communication in the sense that effective marketing communications helps to establish clear expectations for workers and perhaps customers as well. For workers, clear expectations will convey how their productivity will impact the firm and give them an indication of what they need to do to achieve positive feedback.

Keywords: *Marketing communication; Impact; Productivity; Workers' productivity; Manufacturing firms*

Introduction

Success in management is conditioned to a great degree by the ability of the managers to understand workers, customers and their prospects. As such, marketing communications play a very important role in employee's productivity in a manufacturing firm.

According to Fill & Barbara (2018), marketing is "An audience-centered activity and uses five traditional elements of the promotional mix: advertising, sales promotion, public relations, direct marketing and personal selling". Each has its strength and weaknesses and these tools are used in different ways to develop relationships with customers, whether they be consumers or organizational buyers: an example of these changes is the use of internet, a communication medium that has grown rapidly since the Mid-1990s and is threatening to reconfigure the way both marketing and marketing communications are practiced.

Marketing communications are messages and related media used to communicate with a market. Marketing communication is the promotion part of the marketing mix or the four Ps: Price, Place, Promotion and Product. It can also be referred to a strategy used by a firm or individual to reach its target markets through various types of communication. Those who practice advertising, branding, brand language, direct marketing, graphic design, marketing packaging, promotion, publicity, sponsorship, relation, sales, sales promotion and online marketing communication managers or more briefly marketing managers.

The marketing communication mix is changing new insights, new tools, new opportunities and new challenges are emerging in the 21st Century.

Statement of the Problem

This study intends to identify and address the problems associated with marketing communications and workers' productivity in manufacturing firms. Poor and ineffective marketing communication in a manufacturing firm can lead to decline in workers' productivity. Inadequate handling of important project by workers in manufacturing firms. Inability to send workers on training in order to help them expand their knowledge on marketing communication. Lack of well-defined marketing objectives by manufacturing firms can affect workers' productivity.

Objectives of the Study

This work is designed with a view to achieve several objectives among which is to:

1. examine if marketing communication enhances good working relationship in manufacturing firms.
2. examine if there is any way by which marketing communication can help increase the profit and market share of manufacturing firms.
3. examine if effective marketing communication retains customers and maintains good marketing relationship in manufacturing firms.

Research Questions

The research objectives pose the following questions:

1. Does marketing communication enhance good working relationship in manufacturing firms?
2. Is there any way that marketing communication can help to increase the profit and market share of manufacturing firms?
3. Does marketing communication retain customers and maintain good marketing relationship in manufacturing firms?

Research Hypotheses

The research hypotheses are stated below:

- H₁: There is no significant relationship between marketing communication and enhancement of good working relationship in manufacturing companies.
- H₂: There is no way that marketing communication can help to increase the profit and market share of manufacturing firms.
- H₃: There is no significant relationship between marketing communication and retaining of customers and maintaining good marketing relationships in manufacturing companies.

Literature Review

One cannot overlook the contributions of various authors and scholars on the subject under study. In view of this, it is imperative to reflect on the scholars and authors' contributions for better understanding and appreciation. Before looking at the definition of marketing communication, there is need to consider briefly marketing and communication.

Kotler (2019) defines marketing as a human activity directed at satisfying needs and wants through the exchange process. To Ike (2017), communication is the process by which people share information, ideas, and feelings. It involves the spoken word, body language, personal mannerism and style, the physical environment or anything adds meaning to a message. Fill and Barbara (2018) described marketing as an audience-centered activity and uses five traditional elements of the promotional mix in advertising sales promotion, publications, direct marketing and personal selling. Marketing communications is a management process through which an organization engages with it is various audiences (Fill and Barbara, 2018). Through understanding an audience's communications environment, organizations seek to develop and present messages for their identified stakeholder groups, before evaluating and acting upon the responses. By conveying messages that are of significant value, they encourage audiences encouraged to offer attitudinal and behavioural responses. It can also refer to a strategy used by a firm or individual to reach target markets through various types of communications.

Weifels (2019) defined marketing communication as a fundamental and complex part of a firm's marketing efforts which all messages and media are deploy to communicate with the market. It includes advertising, direct marketing, branding, packaging, your online presence, printed materials, PR activities, sales presentation, sponsorships, trade show appearances and more.

According to Susan (2018), marketing communication helps develop brand awareness, which means that consumers translate product information into perceptions about the product attributes and its position within the target market. Firms also use marketing communication to retain the product's current customer base and to cement relationships with customers and suppliers. In the joint view of Smith & Jonathan (2018), marketing communication is a subset of the overall subject area known as marketing. Marketing has a marketing mix that is made up of Price, Place, Promotion and Product (known as the 4Ps) that includes People, Process, and Physical Evidence, when marketing services (known as the 7Ps). Kotler & Armstrong (2019) defined marketing communication as a complex activity and is used by organizations with varying degrees of sophistication and success. Marketing communications are the means by which firms attempt to inform, persuade and remind consumers directly or indirectly about the product and brands that they sell (Kotler, 2019). Marketing communication refers to means adopted by the firms to convey messages about the products and the brand they sell, either directly or indirectly to the consumers with the intention to persuade them to purchase. Marketing communications provides the means by which brands and organizations are presented to their audiences. The goal is to stimulate a dialogue that will ideally lead to a succession of purchases and complete engagement. This interaction represents an exchange between each organization and each customer; according to the quality and satisfaction of the exchange process. It will or will not be repeated, it follows therefore that communication is a very important and integral part of the exchange process and it is the skill and judgment of management that determine in most cases, success or failure. Traditionally, marketing communication practitioners focus on the creation and execution of printed marketing collaterals; however, academic and professional research developed the practice to use strategic elements of branding and marketing in order to ensure consistency of message delivery throughout an organization. Many trends in business can be attributed to marketing communications; for example the transition from customer's service to customer relations and the transition from human resources to human relations and the trends to blogs, email and other online communication derived from an elevator pitch. Marketing communication process: it is very important to have a process in place because then your advertising will reap proper benefits. There is an old advertising joke "I know my advertising works, I don't know which half", that's why if the

marketing communication process puts a tab on advertising because firms cannot bear to loose dollars on wrong type of advertising. Things have to be well-defined and integrated to get maximum revenues. Your marketing communication process would look like:



Source: www.google.com

The marketing communication process identifies where the investments are being done and what is bringing more return on investment. Therefore, you can alter the advertising campaign to reap maximum benefits. The process begins at the strategic development stage. You can start by creating a marketing communications program. At this point, you decide what all will fall in your advertising bracket. At the

next stage you capture responses of your consumers. These responses are then recorded and maintained as advertising data. The executives then analyze and evaluated the collected data. They generate the all-important reports which will help to allocate the integrated marketing and communications budget.

Integrated Marketing Communication (IMC)

Shehu & Koce (2012) defined integrated marketing communication as “the process of developing and implementing various forms of persuasive communication programs with customers and prospects overtime”. The goal of IMC is to influence or directly affect the behaviour of the selected communications audience. IMC considers all sources of brand or firm contacts which a customers or prospect has with the product or service as potential delivery channels for future message furthermore, IMC make use of all forms of communication which are relevant to the customer and prospects and they might be receptive. The integrated marketing communications is a data-driven approach which identifies the consumer insights and develops a strategy with the right combination of offline and online channels which should results in a stronger brand-consumer relationship. It has grown manifolds in recent years due to several shifts in the advertising and media industry. This is the reason why it has developed into a primary strategy for the developers. Some examples

of shifts are from media advertising to the multiple forms of communications from general advertising to data based marketing and so on. In summary the IMC process starts with the customer or prospect and then works back to determine and define the forms and methods through which persuasive communications programs should be developed.

Workers Productivity

Armstrong & Baron (2017) defined employee productivity as a strategic and integrated approach to increasing the effectiveness of organizations by improving the productivity of the people who work in them and by developing the capabilities of teams and individual contributors. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilize by manpower. Further, the business environment is changing drastically. The environment factors are uncontrollable. These are beyond control of management of the firms. One has to adjust with the external factors to do the business in the market. every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast for effective working, the knowledge of these factors must adjusts, otherwise the plan will misfire. In present situation it is difficult to predict about anything.

Anderson (2017) looks at the strength of the relationship between organizations in a network, and refers to them as “loose or tight couplings”. These couplings or partnerships are influenced by the communications that are transmitted and received. The role that organizations assume in a network and the manner in which they undertake and complete their tasks are, in part, shaped by the variety and complexity of the communication sin transmission throughout the network. Issues of channel or even network control, leadership, subservience and conflict are implanted in the form and nature of the communications exchanged in any network.

Methodology

The research design adopted for this study is exploratory research due to its flexibility and ability to eliminate impracticable ideas. The study population consists of 70 workers drawn randomly from 2 major manufacturing firms in

Kaduna metropolis (Rigid Containers Limited. 33 and Jaykay Carpet Industry 37). Simple random sampling method was used as it allows every member of a population equal chance of selection. Both primary and secondary data were used in this study. Primary data used include structured questionnaires administered to the respondents while the secondary data are journals, books and other relevant records of the firms. Data collected will be analyzed with tables and simple percentage while chi-square test will be used to test the hypotheses formulated. Taro Yamane (1967) method was used to determine the sample size due to its efficiency and it was derived as follows:

Formula:
$$n = \frac{N}{1+N \times (e)^2}$$

Where: n = Sample size, N = Population size, e = the acceptable sampling error 95% confidence level and P = 0.05 are assumed.

The population size will comprise of the employees of the two companies in the population

$$n = \frac{70}{1+70 \times (0.05\%)^2}$$

$$n = \frac{70}{1+70 \times (0.05^2)}$$

$$n = \frac{70}{1+70 \times 0.0025}$$

$$n = \frac{70}{1+0.175}$$

$$n = \frac{70}{1.175}$$

$$n = 59.5$$

$$\approx n = 60$$

Presentation of Results

No. of Questionnaire Administered and Number Returned

Table 1

Description	Rigid Containers Limited		Jaykay Carpet Industry		Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Questionnaire Returned	29	48%	28	47%	95%
Questionnaire Not Returned	1	2%	2	3%	5%

Total Questionnaire Administered	30	50%	30	50%	100%
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Source: Survey 2021.

The table 1 above shows that 60 questionnaires were administered to respondents (30 each for the staff of Rigid Containers Limited and Jaykay Carpet Industry) of which 57 were completed and returned representing 95% (Rigid Containers 29, Jaykay Carpet 28) and 3 questionnaires were not returned representing 5%. Thus, the 95% will be used for the research analysis since it constitutes adequate representation of the respondents.

Question 1: Marketing communication enhance good workers’ productivity in manufacturing company

Table 2

Option	Rigid Containers Limited		Jaykay Carpet Industry		Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Strongly Agree	19	33%	13	23.2%	56.2%
Agree	7	12%	12	21.4%	33.4%
Disagree	2	3%	3	5.4%	8.4%
Strongly Disagree	-	-	-	-	-
Undecided	1	2%	-	-	2%
Total	29	50%	28	50%	100%

Source: Survey 2021.

Table 2 above shows that 32(56.2%) respondents strongly agreed that effective marketing communication imparts on workers’ productivity in manufacturing firm, 19(33.4%) respondents agreed to it also, 5(8.4%) respondents disagreed while a respondent (2%) undecided. This implies that effective marketing communication imparts on workers’ productivity in manufacturing firm. This has made the workers of both firms to understand what is required of them as employees and also how best to achieve it will increase their productivity.

Question 2: Marketing communication does not enhance good working relationship in manufacturing firms.

Table 3

Option	Rigid Containers Limited		Jaykay Carpet Industry		Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Strongly Agree	-	-	-	-	-
Agree	-	-	1	1.8%	1.8%
Disagree	3	5%	10	17.9%	22.9%
Strongly Disagree	26	45%	17	30.3%	75.3%
Undecided	-	-	-	-	-
Total	29	50%	28	50%	100%

Source: Survey 2021

Table 3 shows that only a respondent (1.8%) agreed that marketing communication does not enhance good working relationship in manufacturing firms, 17(22.9%) respondents disagreed while 30(75.3%) respondents strongly disagreed. This implies that marketing communication enhances good working relationship in manufacturing firms and by so doing, workers of both firms have been experiencing good working relationship with their customers and this has a positive impact on sales and has increased the market share and profit of the firms.

Question 3: Effective marketing communication helps increase the profit and market share in manufacturing company.

Table 4

Option	Rigid Containers Limited		Jaykay Carpet Industry		Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Strongly Agree	22	38%	18	32.1%	70.1%
Agree	-	-	10	17.9%	17.9%
Disagree	5	9%	-	-	9%

Strongly Disagree	-	-	-	-	-
Undecided	2	3%	-	-	3%
Total	29	50%	28	50%	100%

Source: Survey 2021.

Table above shows that 40(70.1%) respondents strongly agree, 10(17.9%) respondents agree, 5(9%) respondents disagree while 2(3%) respondents undecided. This implies that effective marketing communication helps increase the profit and market share in both firms and by so doing the firms will be financially strong and also increase the capacity of the their production due to the fact that there is an increase in profit and market share.

Question 4: Marketing communication plays important role in enhancing workers’ productivity in manufacturing firms.

Table 5

Option	Rigid Limited	Containers	Jaykay Industry	Carpet	Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Strongly Agree	13	22.4%	15	26.8%	49.2%
Agree	13	22.4%	13	23.2%	45.6%
Disagree	1	1.8%	-	-	1.8%
Strongly Disagree	2	3.4%	-	-	3.4%
Undecided	-	-	-	-	-
Total	29	50%	28	50%	100%

Source: Survey 2021

Table 5 above shows that 28(49.2%) respondents strongly agree, 26(45.6%) respondents agree that marketing communication plays important role in enhancing workers’ productivity in manufacturing firms, while 1(1.8%) respondents disagree and 2(3.4%) strongly disagreed. This implies that

marketing communication plays an important role on the productivity of employees in both companies and this has made their employees to understand various job related functions and also how best to achieve it will increase their productivity.

Question 5: Use of marketing communication tools increases employee’s productivity.

Table 6:

Option	Rigid Containers Limited		Jaykay Carpet Industry		Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Strongly Agree	20	34.5%	18	32.1%	66.6%
Agree	7	12.1%	10	17.9%	30%
Disagree	-	-	-	-	-
Strongly Disagree	-	-	-	-	-
Undecided	2	3.4%	-	-	3.4%
Total	29	50%	28	50%	100%

Source: Survey 2021

Form table 6 above, it can be seen that 38 (66.6%) respondents strongly agree, 17(30%) agreed that use of marketing communication tools in manufacturing firms increases employee’s productivity while 2(3.4%) undecided. This implies that use of marketing communication tools by both firms increases their workers’ productivity.

Question 6: Effective marketing communication help in retaining customers and maintaining good marketing relationship in manufacturing company.

Table 7

Option	Rigid Containers Limited		Jaykay Carpet Industry		Total Percentage (%)
	No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)	
Strongly Agree	22	37.9%	28	50%	87.9%

Agree	7	12.1%	-	-	12.1%
Disagree	-	-	-	-	-
Strongly Disagree	-	-	-	-	-
Undecided	-	-	-	-	-
Total	29	50%	28	50%	100%

Source: Survey 2021

Table 7 above indicates that 50(87.9%) strongly agreed and 7(12.1%) agreed that marketing communication retains customers and maintains good marketing relationship in both Rigid Containers and Jaykay Carpet Limited.

Discussion of Results

In Rigid Containers Limited and Jaykay Carpet Industry, there is significant relationship between marketing communication and good marketing relationship see table 2 where it was observed that effective marketing communication imparts on workers’ productivity in both manufacturing firms. When there is good relationship between marketing communications and workers’ productivity, the workers of both Rigid Containers and Jaykay Carpet Limited will be motivated and also there will be mutual relationship between them and their managements.

There is a significant relationship between marketing communication and good working relationship. See table 3 where it was observed that marketing communication enhances good working relationship in manufacturing firms. The workers of Rigid Containers Limited and Jaykay Carpet Industry have also been experiencing good working relationship with their customers and this has a positive impact on sales and has increased the market share and profit of the firms.

It was also observed that there is significant relationship between marketing communication and profit and market share of manufacturing firms. See table 4 where it was observed that there is are ways that marketing communication can help to increase the profit and market share of manufacturing firms and by so doing the firms will be financially strong and also increase the capacity of their productions due to the fact that there is an increase in profit and market share.

It was also observed that there is significant relationship between marketing communication and worker’s productivity in Rigid Containers Limited and Jaykay Carpet Industry. In terms of marketing their products, there is need to design good and effective marketing strategies. See table 5 where it was observe that marketing communication plays an important role on the productivity of employees in both companies and this has made their employees to understand various job related functions and also how best to achieve it will increase their productivity.

It was again observed that there is significant relationship between marketing communication and workers’ productivity. Table 6 indicated that marketing communication plays an important role on the productivity of employees in both manufacturing companies.

Finally, it was observed that there is significant marketing relationship between communication which helps in retaining customers and maintaining good marketing relationship in manufacturing firms. See table 7 where it was observed that marketing communication helps in retaining customers and maintaining good marketing relationship in both Rigid Containers Limited and Jaykay Carpet Industry. A highly communicative and collaborative work environment promotes good relationship, retains and maintains customers thereby increasing workers’ productivity.

Test of Hypotheses

As stated earlier, the test of hypotheses for this study will be done using the chi-square test.

H₁: There is no significant relationship between marketing communication and enhancement of good working relationship in manufacturing companies.

Rigid Containers and Jaykay Carpet Industries Limited

Option	O	E	O-E	(O-E) ²	$\frac{(O - E)^2}{E}$
Strongly Agree	32	11.4	20.6	424.36	37.22
Agree	19	11.4	7.6	57.76	5.07
Disagree	5	11.4	-6.4	40.96	3.59
Strongly Disagree	-	-	-	-	-

Undecided	1	11.4			9.49
	57				55.37

Source: Survey 2021

$$d.f = (r-1)$$

$$d.f = 5-1$$

$$d.f = 4$$

From the table at 5% significant level = 9.49

Decision Rule: Reject Ho if chi-square calculated is greater than chi-square tabulated. Hence, do not reject. Since the calculated chi-square value of 55.37 is greater than the critical value which is 9.49, we reject the stated hypothesis and conclude that there is significant relationship between marketing communication and enhancement of good working relationship in manufacturing companies at $\alpha = 0.05$.

H₂: There is no way that marketing communication can help to increase the profit and market share of manufacturing firms.

Rigid Containers and Jaykay Carpet Industries Limited

Option	O	E	O-E	(O-E) ²	$\frac{(O - E)^2}{E}$
Strongly Agree	40	11.4	28.6	817.96	71.75
Agree	10	11.4	-1.4	1.96	0.17
Disagree	5	11.4	-6.4	40.96	3.59
Strongly Disagree	-	-	-	-	-
Undecided	2	11.4	-9.4	88.36	7.75
	57				83.26

Source: Questionnaire Administered 2017.

$$d.f = (r-1)$$

$$d.f = 5-1$$

$$d.f = 4$$

From the table at 5% significant level = 9.49

Decision Rule: Reject Ho if chi-square calculated is greater than chi-square tabulated. Hence, do not reject. Since the calculated chi-square value of 83.26 is greater than the critical value which is 9.49, we reject the stated hypothesis and conclude that marketing communication can help to increase the profit and market share of manufacturing firms at $\alpha = 0.05$.

H₃: There is no significant relationship between marketing communication and retaining of customers and maintaining good marketing relationships in manufacturing companies.

Rigid Containers and Jaykay Carpet Industries Limited

Option	O	E	O-E	(O-E) ²	$\frac{(O - E)^2}{E}$
Strongly Agree	50	11.4	38.6	1489.96	130.70
Agree	7	11.4	-4.4	19.36	1.70
Disagree	-	-	-	-	-
Strongly Disagree	-	-	-	-	-
Undecided	-	-	-	-	-
	57				132.4

Source: Survey 2021.

$$d.f = (r-1)$$

$$d.f = 5-1$$

$$d.f = 4$$

From the table at 5% significant level = 9.49

Decision Rule: Reject H₀ if chi-square calculated is greater than chi-square tabulated. Hence, do not reject. Since the calculated chi-square value of 132.4 is greater than the critical value which is 9.49. We reject the stated hypothesis and conclude that there is significant relationship between marketing communication and retaining customers and maintaining good marketing relationships in manufacturing companies.

Summary

Establishment of effective communication channels between buyers and sellers is a pre-requisite of success in manufacturing firms. Marketing communication serves to both inform and persuade. More specifically, through the promotional mix advertising, sales promotion, persona selling and public relations firms can provide information to other market participants to stimulate demand, differentiate products and services, underline a products value and regulate sales. Marketing communications objectives are derived from the marketing plan and must be consistent with the other elements of the marketing mix. These

objectives must be operational and require identification of a target market, a specification of any desired changes in that target group's behaviour and a set of productivity targets.

Conclusion

The main purpose of the study is to examine if marketing communication enhances good working relationship in manufacturing firms. The factors of communication and worker's productivity was examined and it was found that a relationship does exist. The results indicate that firms can utilize marketing communication to improve workers' productivity. Maintaining a strong marketing communication in manufacturing firms can be a key to ultimate success in Rigid Containers Limited and Jaykay Carpet Industry. It is known that if a strong marketing communication is in place, workers will be more productive, more efficient, and more effective in carrying out their duties and there will be less conflict which results in workers being able to concentrate on the tasks given to them.

This research statistics led to one conclusion "A happy workforce is a productive workforce". Creating a sound and efficient marketing communication with a strong employer-employee relationship is the vital key to any business success thereby increasing the productivity of the employee relationship.

Recommendations

Having conducted this purposeful research on marketing communication and workers' productivity in manufacturing firms in Kaduna metropolis, it is of great importance to make recommendations based on the research findings to management of Rigid Containers Limited and Jaykay Carpet Industry.

Rigid Containers Limited and Jaykay Carpet Industry should build strong relationships in the sense that effective marketing builds strong relationships. Trust and loyalty are key factors in any relationship and both are boosted by good marketing communication that is focused on meeting individual needs, conveying important information and providing positive feedback.

Manufacturing firms should have a clear expectations and a clear marketing communication in the sense that effective marketing communications helps to establish clear expectations for workers and perhaps customers as well. For workers, clear expectations will convey how their productivity will impact the

firm and give them an indication of what they need to do to achieve positive feedback.

Manufacturing firms should from time to time provide training programme for their front lines sales teams of human psychology and consumer buying behaviour, knowledge about firm's product/services, competitive environment, types of customers and their characteristics, communication skills and most importantly knowledge about the selling process thereby increasing their productivity.

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