Risk Communication Practices and Employee Performance: A Study of Selected Logistics Firms in Nigeria

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Abstract
This study investigates the relationship between risk communication practices and employee performance in selected logistics firms in Nigeria, focusing specifically on DHL and Red Star Express. A survey research design was employed to collect quantitative data without manipulation of variables. The study population comprised 2,461 employees engaged in operational and risk-related roles, from which a sample of 344 respondents was determined using Taro Yamane's formula. Respondents were selected through a simple random sampling technique. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed using Pearson correlation in SPSS version 26. The findings indicate a strong and positive relationship between risk communication practices and employee performance, with a Pearson correlation coefficient (r) of 0.603 and a p-value of 0.000, significant at the 0.01 level. This result led to the rejection of the null hypothesis, confirming that effective risk communication significantly influences employees' efficiency, decision-making, and overall productivity within logistics firms. The study concludes that structured communication strategies are critical for enhancing employee performance and organizational effectiveness. Accordingly, it recommends that logistics firms prioritize comprehensive risk communication frameworks, utilize formal communication channels, and actively engage employees in feedback and risk-related decision-making to strengthen operational resilience and performance outcomes.

Keywords: Decision-making, Employee Performance, Logistics Firms, Nigeria, Risk Communication.

Introduction
Historical events such as the Soviet space expeditions and the current global space race among nations demonstrate how risk-taking has contributed to innovation, development, and economic advancement. In the modern business environment, globalization has significantly transformed

markets by increasing competition among firms producing similar goods and services across the world. This intense competition has compelled organizations to reduce operational costs, improve product quality, and enhance service delivery in order to remain competitive and sustainable in the global economy (Morgan & Liker, 2020).

One major strategy organizations employ to manage these competitive and operational risks is effective logistics performance. Logistics performance involves the efficient planning, movement, storage, and delivery of goods and services from producers to final consumers. Efficient logistics systems help organizations reduce lead times, minimize uncertainties, improve customer satisfaction, and maintain operational continuity within supply chains (Trabulsi, 2018). However, the logistics industry is highly exposed to different forms of risks, including transportation disruptions, security threats, infrastructural inadequacies, fluctuating fuel prices, and economic instability. As a result, organizations within the logistics sector increasingly rely on risk management practices to ensure operational efficiency and improve employee productivity.

Risk refers to the possibility of loss or unfavorable outcomes arising from uncertain events, and the concept has evolved significantly over time. The origin of risk management can be traced to ancient civilizations involved in agriculture and maritime trade, where various strategies were developed to minimize losses associated with uncertainty (Hardy, Maguire, Power, & Tsoukas, 2020). The development of formal insurance systems during the seventeenth century marked a significant advancement in risk management, as organizations and individuals sought ways to reduce financial losses arising from unforeseen events (Espinosa & Zarruk, 2021).

Globally, organizations have recognized risk communication as an important aspect of organizational risk management and employee effectiveness. Risk communication refers to the structured process through which information concerning potential hazards, operational changes, safety procedures, and organizational uncertainties is communicated to employees to enhance awareness, preparedness, and informed decision-making (Clarke, 2013; Akgün, Keskin, Byrne, & Aren, 2014).

Conversely, firms that adopt clear, timely, and transparent risk communication practices are more likely to improve employee awareness, encourage informed decision-making, promote workplace safety, and enhance employee performance. Therefore, this study seek to determine the relationship between risk communication practices and employee performance of logistics firms in Nigeria.

Statement of the Problem

In today's highly competitive and dynamic business environment, logistics firms operate under constant pressure to deliver goods efficiently while managing a range of operational uncertainties. These uncertainties include fluctuating fuel prices, infrastructural deficits, security challenges, and regulatory inconsistencies, all of which can disrupt operations and reduce overall efficiency (World Bank, 2020; Adeyemi & Salami, 2020). Employees, as key internal stakeholders, are directly affected by these uncertainties and rely on accurate and timely information to perform their duties effectively. However, inadequate or poorly structured communication of risks can lead to confusion, operational delays, and increased errors, which ultimately affect employee performance and organizational outcomes.

Despite the critical role of employees in ensuring the smooth functioning of logistics operations, many firms in Nigeria have yet to institutionalize comprehensive risk communication practices. In some cases, risk-related information is communicated inconsistently, delayed, or only shared with select staff, limiting employees' ability to respond proactively to potential threats. This lack of structured communication may hinder employees' understanding of operational risks, reduce accountability, and lower overall performance levels. Consequently, logistics firms may experience operational inefficiencies, service disruptions, and decreased customer satisfaction, which can negatively affect their competitiveness and long-term sustainability.

In Nigeria, logistics firms operate within a business environment characterized by poor infrastructure, fluctuating fuel prices, insecurity, regulatory inconsistencies, traffic congestion, and economic volatility (World Bank, 2020; Adeyemi & Salami, 2020). These challenges expose logistics organizations and their employees to significant operational uncertainties that can negatively affect employee performance and service delivery. In many logistics firms, ineffective communication regarding operational risks and organizational changes contributes to low employee engagement, poor decision-making, reduced accountability, and decreased task performance, thereby affecting organizational efficiency and customer satisfaction (Tachkova & Coombs, 2022; Ali, 2023).

While previous studies have highlighted the importance of risk management and employee performance in organizational success, limited research has specifically examined the link between risk communication practices and employee performance in Nigerian logistics firms (Clarke, 2013; Genty et al., 2021; Tachkova & Coombs, 2022; Ali, 2023). This gap creates uncertainty regarding the extent to which structured risk communication influences employees' ability to perform tasks efficiently, make informed decisions, and contribute to organizational objectives. Without empirical evidence, logistics firms may continue to underestimate the importance of risk communication as a strategic tool for enhancing workforce performance and operational resilience. Therefore, this study seeks to address the problem by investigating the effect of risk communication practices on employee performance in logistics firms in Nigeria.

Literature Review

Risk Communication Practices

Risk communication practices are vital in ensuring that stakeholders, including the public, employees, and organizational leaders, are informed about potential risks and the measures being taken to mitigate them. Effective risk communication involves clearly conveying information about risks, their likelihood, and potential impacts. This process enables stakeholders to make informed decisions and adopt appropriate behaviors in response to identified risks (Eaton et al, 2021). Clarity and transparency are essential in risk communication, as they help build trust and credibility between organizations and their stakeholders. In times of crisis, timely and accurate information dissemination becomes even more critical, as misinformation can exacerbate fears and lead to poor decision-making.

Utilizing a range of communication channels enhances both the reach and effectiveness of risk communication efforts. Since different audiences have varied preferences for how they receive information, it is imperative to employ a multi-channel approach. Platforms such as traditional media, social media, websites, and community meetings can all serve as effective means for disseminating risk-related information. Communication strategies should remain flexible, adapting to the needs and context of the audience to ensure that the information presented is both accessible and easily understood (Hagen et al, 2020).

Evaluation of risk communication practices is crucial for continuous improvement and effectiveness. Organizations should regularly assess the impact of their communication strategies on stakeholder understanding and behavior. Surveys, focus groups, and feedback mechanisms can provide valuable insights into the effectiveness of risk communication efforts (Sato et al, 2020). Analyzing these evaluations enables organizations to identify areas for improvement, adapt their communication strategies, and enhance their overall risk management framework. A commitment to ongoing evaluation and adaptation fosters resilience in risk communication practices, ensuring that organizations remain responsive to changing circumstances and stakeholder needs.

Employee Performance

Employee performance is a measure of how well they perform their tasks at work (Groen et al., 2019). It involves various aspects such as productivity, quality of work, initiative, and attendance rate (Darmawan et al., 2020; Genty & Ifenowo, 2025). The importance of employee performance cannot be underestimated, as well-performing employees can make a positive contribution to organizational success and productivity. They not only complete their tasks well, but can also be an example for their peers, motivating them to improve their own performance (Mardikaningsih et al., 2017).

Pattnaik and Pattnaik (2021) mentioned that there are three main indicators to measure employee performance. First, task performance, which includes how well employees complete the work given to them. This includes the efficiency and quality of the work done. Second, interpersonal facilitation, which refers to the employee's ability to interact and cooperate with coworkers and superiors. This includes the ability to communicate well and collaborate in teams. Third, work dedication, which indicates how much employees are motivated and committed to their work. This includes good attendance, engagement, and passion for doing a good job.

In change management, employee performance becomes very important because change often affects the way of working, processes, and job demands (Karanja, 2015). When an organization undergoes change, be it in the form of restructuring, new technology implementation, or policy changes, employees need to be able to adjust quickly in order to maintain productivity and work quality. This is because changes often affect daily tasks and require adaptability from employees.
Furthermore, the encouragement for innovation and creativity provided by transformational leaders is a major element to overcome the barriers that arise during the change process. Transformational leaders encourage employees to think creatively, take necessary risks, and explore new solutions (Bogar, 2019). This creates an environment where innovative ideas can arise and be implemented, strengthening the organization's ability to adjust to environmental changes effectively (Eisenbeiß & Boerner, 2013).

Risk Communication Practices and Employee Performance

Risk communication practices significantly influence employee performance, particularly in organizations operating in uncertain and high-risk environments such as logistics firms. Effective risk communication involves providing employees with timely, accurate, and relevant information about operational risks, safety procedures, and organizational changes to improve awareness and preparedness (Eaton et al., 2021). Studies have shown that employees who clearly understand workplace risks are more likely to perform efficiently, make informed decisions, and comply with organizational procedures. Clarke (2013) found that effective communication of workplace risks improves employees' understanding of safety expectations and enhances job performance. Similarly, Akgün, Keskin, Byrne, and Aren (2014) reported that organizations with effective risk communication systems experience improved employee responsiveness, adaptability, and productivity. In logistics firms, where operations are characterized by uncertainty and operational pressure, effective communication of risks helps employees maintain efficiency and reduce operational errors.

Empirical studies further support the positive relationship between risk communication practices and employee performance. Said, Alam, and Johari (2020) observed that effective risk management communication improves operational efficiency and employee accountability. Mustapha et al. (2023) also found that risk management practices positively influence organizational performance by enhancing employee awareness and responsiveness. Furthermore, Meng and Pan (2019) noted that employees involved in risk communication processes demonstrate higher motivation and commitment to organizational goals. The Stakeholder Theory by Freeman (1984) also supports this linkage by emphasizing that employees, as key stakeholders, perform better when organizations maintain transparent and inclusive communication practices. Therefore, effective risk communication remains an essential strategy for improving employee performance and organizational effectiveness in logistics firms.

H_0: Risk communication practices do not have a significant effect on employee performance in logistics firms in Nigeria.

Theoretical Review

Stakeholder Theory

In the context of this study, stakeholder theory provides a robust framework for understanding how risk communication practices influence employee performance within logistics firms in Nigeria. Stakeholder theory emphasizes that employees, as key internal stakeholders, are critical to achieving organizational objectives, and their engagement must be actively considered in decision-making (Freeman, 1984; Freeman, 2010).

Effective risk communication ensures that employees receive timely, accurate, and relevant information about potential operational hazards, organizational changes, or safety protocols, which enhances their ability to perform efficiently and safely. By involving employees in discussions about risks, logistics firms foster a sense of ownership, accountability, and proactive problem-solving, which has been linked to higher motivation, better adherence to procedures, and improved overall performance (Clarke, 2013; Akgün, Keskin, Byrne, & Aren, 2014). Moreover, stakeholder theory underscores that organizational success depends on managing relationships with both internal and external stakeholders, including customers, suppliers, regulators, and communities (Fairfax, 2022; Tachkova & Coombs, 2022).

In logistics firms, effective risk communication extends beyond internal employees to include collaboration with suppliers and regulatory bodies, which helps identify supply chain vulnerabilities and ensures compliance with industry standards. Engaging multiple stakeholders in risk assessment and management not only mitigates operational and reputational risks but also builds trust, loyalty, and cooperation across the organizational network, which indirectly boosts employee performance (Meng & Pan, 2019; Ali, 2023). Additionally, stakeholder theory highlights that ethical and transparent communication during crises or operational challenges strengthens organizational legitimacy and fosters a culture of safety and resilience. Therefore, applying stakeholder theory to this study emphasizes that risk communication is a strategic mechanism that integrates stakeholder engagement, reduces uncertainty, and enhances employees' ability to perform effectively, ultimately supporting sustainable growth and competitiveness in the logistics sector.

Empirical Review of Literature

Said et al. (2020) assess the state of risk management practices in the Malaysian public sector, highlighting the need for improved efficacy in addressing issues such as fraud, governance challenges, and corruption. The study employs a questionnaire survey targeting 194 department heads across federal ministries in Malaysia. Descriptive statistics and factor analysis reveal that while 94.7% of respondents acknowledge the implementation of risk management practices, the prioritization of these practices varies across different service schemes. The findings aim to guide policymakers in enhancing risk management frameworks, contributing to better governance and efficiency in the public sector.

Mustapha et al. (2023) examined the impact of risk management practices on organizational performance in Nigeria, with a focus on the mediating role of business model innovation (BMI). Using quantitative research methods, the study collected data from 83 employees via an online Likert scale questionnaire and analyzed it using partial least square structural equation modeling (PLS-SEM). The findings revealed that risk management practices significantly improved both financial and non-financial performance. However, business model innovation had a negative relationship with non-financial performance, though it positively influenced financial performance by strengthening financial relationships. The study demonstrated a partial mediating effect of BMI on the relationship between risk management practices and non-financial behaviors. These results have practical implications for government agencies and financial institutions in understanding the interplay between BMI, risk management, and performance, while also offering valuable insights for academics studying organizational efficiency in the Nigerian context.

Ugwu et al. (2021) conducted a study to assess the impact of corporate risk management committees on the financial performance (ROE) of firms in Nigeria, focusing specifically on the banking sector. The study aimed to evaluate how corporate risk committee size (CRCS), diligence (CRCD), expertise (CRCE), and composition (CRCC) affect firm performance. The research involved a sample of five Nigerian banks that consistently reported risk management data from 2009 to 2019, with data collected through content analysis. Analytical methods included descriptive statistics, Pearson correlation, Haussmann test, regression models, and tests for multicollinearity, heteroscedasticity, and model validity. Results indicated that CRCD and CRCC positively and significantly impacted ROE, while CRCE was positively insignificant, and CRCS had no significant effect. The study recommends that firms, particularly banks, establish risk management committees with attention to diligence and composition to enhance financial performance. This research adds to academic knowledge by introducing a new model for studying risk management's impact on firm performance.

Olawale et al. (2024) explored the strategic integration of risk management and human resources (HR) practices in supply chains, with a focus on enhancing organizational resilience and sustainability. Through a systematic literature review and content analysis, the study examined scholarly works from 2000 onwards to understand how HR practices such as talent management, leadership development, and promoting a risk-aware culture contribute to mitigating supply chain risks. The research also emphasized the growing importance of technological innovations like artificial intelligence, blockchain, and the Internet of Things in fostering dynamic integration between HR and risk management. This approach not only enhances operational efficiency but aligns with broader strategic goals, enabling organizations to better navigate global disruptions and maintain competitive advantage. The study concluded that integrating risk management and HR practices is crucial for building agile, resilient, and sustainable supply chains, offering a blueprint for thriving in uncertain and evolving global markets.

Egieya et al. (2024) conducted a comparative analysis of workforce efficiency, customer engagement, and risk management strategies in Nigeria and the USA, highlighting the cultural, economic, and regulatory factors shaping these approaches. The study explored workforce efficiency by examining how work ethic, educational systems, and labor market dynamics influence employee productivity in both countries, drawing insights from their training programs and technology adoption. For customer engagement, the research focused on how cultural preferences and communication styles affect customer interactions, emphasizing the effectiveness of personalized approaches, digital platforms, and feedback mechanisms in both markets. In terms of risk management, the study analyzed regulatory frameworks, economic conditions, and risk tolerance levels, comparing the strategies employed for compliance, financial risk mitigation, and crisis response in Nigeria and the USA. The findings offer valuable lessons for businesses looking to enhance efficiency, engagement, and risk management by understanding the intersection of cultural and business imperatives across international borders.

Research Methods

This study adopts a survey research design to examine the relationship between risk communication practices and employee performance of selected logistics firms in Nigeria, specifically DHL and Red Star Express. The survey design is appropriate because it enables the collection of quantitative data from a defined population without manipulating variables, thereby providing an accurate representation of existing risk communication practices and its effects on employee performance. The population of the study comprises 2,461 employees drawn from both firms, particularly staff directly involved in operational and risk-related functions. Using Taro Yamane's (1967) formula at a 95% confidence level and 5% margin of error,

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

Where: n = Sample size**,** N = Population size (2,461)**,** e = Margin of error (0.05 for a 95% confidence level)

Substituting the values:

$n = \frac{2,461}{1+2,461(0.05)^2}$; $n = \frac{2,461}{1+2,461\ X\ 0.0025}$ = n≈344

A sample size of 344 respondents was determined. Thus, a sample size of 344 respondents was obtained for the study. The study employed a stratified sampling technique to ensure adequate representation of employees across the selected logistics firms and relevant departments. The population was divided into strata based on the organizations and functional units, after which respondents were proportionately selected from each stratum. Data for the study were collected through a structured questionnaire designed to measure key dimensions of risk communication practices and employee performance. The instrument was divided into two sections: Section A captured demographic information, while Section B contained statements rated on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The questionnaire was reviewed by experts in risk management and logistics operations. A pilot study involving 30 respondents was conducted to test clarity and consistency, and reliability analysis using Cronbach's Alpha yielded a coefficient of 0.801, indicating high internal consistency. Upon completion of data collection, responses were coded and analyzed using the Statistical Package for Social Sciences (SPSS) version 26. Inferential statistical tools, including Pearson correlation analysis was employed to test the relationship between risk communication practices and employee performance

Results and Interpretation

A total of 344 questionnaires were retrieved through the Google form. However, 31 of the received responses were not properly filled and deemed inappropriate for analysis, leading to the exclusion of these entries. As a result, the study proceeded with the utilization of 313 questionnaires, which accounted for 91.0% of the responses received.

Hypothesis

H_0: Risk communication practices do not have a significant effect on employee performance in logistics firms in Nigeria.

Table 1: Result of the Correlation Analysis
Sample Size (n)-: 313 Respondents

Pearson correlation coefficient (*r*)	0.603
p-value	0.000
Level of significance	0.01 (1 percent)

Source: Author's computation (2026) using SPSS Version 26

The result of the correlation analysis indicates that there is a strong and positive relationship between risk communication practices and employee performance in logistics firms in Nigeria. The Pearson correlation coefficient ($r = 0.603$) suggests a substantial association, meaning that effective risk communication is associated with higher levels of employee performance. Furthermore, the p-value of 0.000 is less than the 0.01 level of significance, indicating that the relationship is statistically significant at the 1 percent level. Therefore, the null hypothesis, which states that risk communication practices do not have a significant effect on employee performance, is rejected. This implies that risk communication practices significantly influence employee performance in the selected logistics firms.

Discussion of Findings

The findings from this study show that risk communication practices have a significant and positive effect on employee performance in logistics firms in Nigeria. With a Pearson correlation coefficient of 0.603, there is a strong association indicating that as effective risk communication increases, employee performance also improves. This result suggests that when logistics employees receive clear, timely, and relevant information concerning potential risks, safety procedures, and operational changes, they are better equipped to perform their duties efficiently, make informed decisions, and respond proactively to workplace challenges. Consequently, the null hypothesis which states that risk communication practices do not significantly affect employee performance is rejected.

The findings further imply that effective communication within logistics firms creates a better understanding of organizational expectations and operational responsibilities among employees. In a sector characterized by uncertainty, transportation challenges, infrastructural limitations, and safety concerns, employees depend heavily on accurate and timely communication to perform effectively. These findings are consistent with several empirical studies in organizational and logistics management literature. For instance, Akgün et. al (2014) observed that effective communication of risks and uncertainties enhances employees' adaptability, responsiveness, and performance in complex organizational environments. Similarly, Clarke (2013) found that risk communication significantly improves employees' understanding of safety procedures, leading to higher compliance and improved job performance. In the logistics sector, Wang, Wang, and Liang (2020) revealed that clear communication regarding supply chain risks positively influences frontline employees' responsiveness, coordination, and operational efficiency.

The findings of this study are also supported by the Stakeholder Theory developed by Freeman (1984), which emphasizes that organizations must effectively manage relationships and communication with all stakeholders, including employees, to achieve organizational success. According to the theory, employees are important internal stakeholders whose performance and commitment significantly influence organizational outcomes. Effective risk communication demonstrates that management values employees by keeping them informed about organizational risks, operational challenges, and safety measures. This inclusive communication process fosters trust, transparency, participation, and mutual understanding between management and employees (Freeman, 1984; Donaldson & Preston, 1995). As employees become more aware of organizational risks and expectations, they are more likely to feel engaged, responsible, and motivated to contribute positively toward organizational objectives. Therefore, the positive relationship between risk communication practices and employee performance found in this study aligns with the assumptions of Stakeholder Theory, which advocates that organizations that prioritize effective communication and stakeholder engagement are more likely to achieve improved employee performance and overall organizational effectiveness.

Conclusion

The study establishes that risk communication practices have a significant and positive effect on employee performance in logistics firms in Nigeria. The strong correlation between effective communication of risks and employee performance, coupled with the statistical significance of the findings, underscores the critical role of timely, clear, and relevant risk information in enhancing employees' efficiency, decision-making, and overall productivity. The evidence from this study, supported by multiple corroborated research findings, highlights that organizations that prioritize structured risk communication not only improve operational performance but also foster a more informed, proactive, and engaged workforce.

Recommendations

It is recommended that logistics firms in Nigeria prioritize the development and implementation of comprehensive risk communication strategies to enhance employee performance. Organizations should ensure that risk-related information is conveyed clearly, consistently, and promptly through formal channels such as briefings, training sessions, and digital platforms. Additionally, employees should be actively involved in risk discussions and encouraged to provide feedback, as this promotes ownership, accountability, and proactive problem-solving.

Contribution to Knowledge

This study contributes to existing knowledge by providing empirical evidence on the significant relationship between risk communication practices and employee performance within the logistics sector in Nigeria. The study extends the application of Stakeholder Theory by demonstrating how effective communication with employees as key internal stakeholders enhances organizational performance and operational efficiency. Additionally, the research contributes to the limited literature on risk communication in the Nigerian logistics industry by establishing that clear, timely, and structured communication of risks positively influences employees' decision-making, responsiveness, and productivity. The findings also provide practical insights for logistics firms and policymakers on the importance of integrating effective risk communication strategies into organizational operations to improve employee performance and overall organizational effectiveness.

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