Organizational Communication and Change's effects on Employee Perceptions

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Abstract - Adaptation and progress within an organization are emphasized in this study. Each successful business knows that it must constantly evolve and change in order to be competitive in its market. As businesses start to lag behind, they need to make changes to their strategy in order to catch up. Businesses that are willing to adapt to new circumstances have a better chance of succeeding in their missions. The purpose of the research was to identify the characteristics of organizational communication and evaluate its relative efficacy. Research on the effects of organizational change on performance on the job provide the basis for the findings. For efficient internal communication and employee productivity in any business, it is crucial to have a firm grasp of the many facets of organizational communication. Successful communication is first recognized, and then the connection between organizational communication and employee output is determined.

Keywords - Organizational, Communication, Employee, Perception

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INTRODUCTION

Communication is key to the functioning of organizations. Communication is considered to be the most important and critical activity, which helps in operating organization through communication among people. An organization is a group of people constituted to achieve certain specific objectives. The achievement of these objectives largely depends upon a proper coordination and integration of human effort in an organization. Coordination and integration of various human activities are possible only if there is an effective system of communication in the organization, which provides for exchange of information and sharing of various ideas. The more effective the system of communication, the better are the relations between the workers and between workers and the management. Communication, however, cannot be viewed simply as an important organizational component. The importance of communication for achieving organizational objectives, furthering human relationships, making sound decisions, and so forth is pointed out by nearly every modern work on organizations. It is also considered as an important determinant of organizational effectiveness. There is no basic difference between the general communication and organizational communication because the process is the same in both the situations.

Organizational communication too includes creating and interpreting of messages and the principles that regulate them are also the same. Communication is vital to the effective implementation of organisational change. "The general importance of communication during planned change has already been empirically demonstrated and generally agreed among practitioners". Poorly managed change communication results in rumors and resistance to change, exaggerating the negative aspects of the change. Although the general conclusion about the importance of communication in organisational change is demonstrated and agreed on, specific communicative actions, approaches and effects are still left unexplained. Armenakis and Harris focus on how to develop messages and distinguish five different message domains within change communication.

LITERATURE REVIEW

Memon, Salman & Syed, Sumaiya (2016) This study seeks to reveal one of nature's sleeping secrets: the power of effective communication, which has had a profound effect on corporate culture. It has been noted that early organizational changes are met with resistance if not managed well, but that after certain changes have been generated in the subconscious of employees, the good impacts operate automatically. Effective communication skills are crucial for setting off such a chain reaction, as they allow for the melting of rigidity and stiffness for the betterment of the organization's performance. There were 180 respondents in the sample (i.e., 113 male and 67 female). All of the numbers that were reviewed by the statistical software came out to be statistically significant, therefore it is safe to say that good communication in any firm may provide feasible outcomes, as per universal norms of study.

Idow, Ali & Baya, Dr &Muchunku-Mwenda, Dr. (2021) There is a growing need for higher education institutions to implement efficient change management methods if they are to maintain their position as industry leaders in the face of these fast shifts. Leaders' ability to include and motivate staff in

the change process is directly tied to the quality of internal communication, making it a crucial factor in the achievement of change goals. Scholars agree that open lines of communication with staff are essential, particularly at times of organizational transition. Because of this, researchers at Kenya's Multimedia University set out to gauge how staff members there feel about internal communication during times of organizational change management (MMU).

Appelbaum, et al (2017) The goal of this research is to examine the approaches, designs, and methodologies that contribute to successful organizational transformation. Five hypotheses were formulated to examine uncontrolled variables that could have an effect on workers' willingness to adapt to the new situation. The study is predicated on a three-stage procedure including a literature evaluation, a survey, and in-depth interviews. The literature study supplied a crucial foundation for comprehending the issue. Participants in the shift were surveyed as part of the field investigation. Management-level personnel who were instrumental in implementing the change were also interviewed one-on-one. This article presents a case study that is grounded on data. Increased formal and informal communication, the development of adaptive organizational systems, and the promotion of the role of transformational leaders during the change all contributed to higher levels of employee commitment to the initiative, proving that the results generalize to other organizations. Implications and restrictions on future research the sample size was compromised by the inaccessibility of workers at a particular cyclical period non the company's operations. In order to learn more about workers' dedication to the change, it would be helpful to increase the size of the sample. Further study is needed to see how the company's processes and procedures may be modified to accommodate new circumstances. The future strategy and significant project execution rely on the results of a change project. To successfully make this shift, a methodical procedure must be followed. It is recommended that the "eight" step change management model developed by John Kotter serve as the basis for the strategy's execution. If novel actions do not become embedded in societal norms and valued by the majority of people, they are at risk of deterioration. Management underlined the necessity of avoiding creating a "Monster" or an alien culture when building a new team. Leaders need to make sure that the necessary changes in behavior for integration end up as natural parts of the group's culture. This study sheds light on what makes for a smooth transition during times of organizational transformation and team building. The report proposes four actions to enhance workers' commitment to change by addressing communication, organizational processes, and culture.

Mangundjaya, Wustari&Farahzehan, Enno (2019) Organizations, like everything else, undergo constant, daily change. Studies have shown that in order for a change to be successful, it is necessary for people to make a personal commitment to the process. The study's overarching goal is to determine whether or not change commitment is influenced more by change communication or trust inside the company. In all, 238 people from financial and non-financial (insurance) institutions in Jakarta participated in the survey. The data was gathered by administering the Change Communication Questionnaire, the Organizational Trust Inventory, and the Commitment to Change Inventory. According to the findings, commitment to change increases when there is both open dialogue about the change and trust among employees inside the firm. There is ongoing debate, however, over whether or not change communication really has any effect. Findings also indicate that trust inside a company has a more significant bearing on employees' willingness to embrace change than does communication about the transition. Putting the research to use is crucial if leaders are going to take notice and build confidence among employees to implement necessary changes.

Found, Pauline (2015) Specifically, this article seeks to understand how lean and other organizational transformation programs are met with resistance from employees and what role organizational culture plays in this phenomenon. This study's technique involves three distinct phases. First, we do a comprehensive literature analysis on the topic of resistance to change, and then we use a case study consisting of an anonymous survey and semi-structured interviews to verify our hypotheses. A new model of resistance is then presented, based on the synthesis of the previous literature and the findings from the case studies. Lack of communication and participation during change are emphasized as key contributing elements to resistance, and they are connected to corporate culture, as found in the literature and confirmed by the case study. While the conclusions from the case study are supported by a substantial weight of evidence from secondary sources, care should be used before generalizing from the data since the research is based on a single case study. The results may provide businesses and change agents a better understanding of the cultural factors that must be taken into account before implementing drastic changes. As a result of this study, a new model has been developed (the "resistance model") that details the interrelated factors that influence workers' mindsets toward and ultimately their acceptance of organizational change.

RESEARCH METHODOLOGY

Research Design

The purpose of the research was to identify the characteristics of organizational communication and evaluate its relative efficacy.

Descriptive statistics

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To determine the nature of the distribution of scores, we calculated the mean, median, standard deviation, skewness, and Kurtosis for each dimension of the organizational communication and organizational effectiveness scales.

Organizational Communication Scale

- Downward Communication on the Organizational Communication Scale describes interactions between those higher up in an organization and those lower down.
- When talking about the flow of information inside an organization, upward communication is the transmission of information from lower to higher levels.
- The terms "horizontal communication" and "vertical communication" are used to describe interactions between workers at the same level of an organization's structure.

DATA ANALYSIS

Communication among organizations and their overall efficacy

Descriptive statistics, including mean, standard deviation, standard error of mean, skewness, and kurtosis, were computed and are shown in Table 1 to investigate the form of the distribution of organizational effectiveness and organizational communication scores.

Table 1: Organizational communication, its dimensions, and organizational effectiveness scores by mean, standard deviation, and standard error of the mean

Variable	Mean	SD	SE_M	Skewness	Kurtosis
DownwardCommunication	58.539	10.821	0.467	0.248	4.440
Upwardcommunication	71.217	9.760	0.421	0.223	3.423
HorizontalCommunication	27.900	5.581	0.241	0.312	4.197
OverallOrganizationalCommunication	157.656	22.523	0.971	0.274	4.077
OrganizationalEffectiveness	192.550	46.615	2.010	0.213	3.927

Kurtosis significant at.01 level range: .282-.808; Skewness range: ±.272; Kurtosis significant at.05 level range; Skewness significant at.05 level range

The mean and standard deviation for the three types of organizational communication (downward, upward, and horizontal) were 27.90, 71.22, and 5.58, 10.82, respectively. In three dimensions (downward, upward, and horizontal), the values of skewness were 0.24, 0.22, and 0.31. The skewness scores for both downstream and upstream communication were below ±0.272, the threshold for statistical significance at the.01 level. This led researchers to conclude that the distribution was typical. The distribution of scores for horizontal communication, however, was found to be substantially more biased to the positive. Overall, corporate communication was given a mean score of 157.65 and a Standard Deviation of 22.52. At the.01

level of significance, the value of skewness (0.27), which is associated with corporate communication, was within the permissible bounds of skewness 0.272. Kurtosis values for all levels of corporate communication (downward, upward, horizontal, and global) fell in the range of 3.422 to 4.442. When compared to the permissible range for kurtosis (.282-.808), the values obtained were outside the.01 significance threshold. The leptokurtic nature of the curve was determined. For organizational efficiency, the mean and standard deviation were 192.55 and 46.61, respectively. At the.01 level of significance, the value of skewness for organizational efficiency was determined to be 0.21, which is within the allowable ranges of ±0.272. Given this, we inferred a normal distribution. Overall, the kurtosis value for the efficiency of the organization was 3.92, which is outside of the permissible range of.282-.808 at the.01 level of significance.

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Table 2: Means and Standard Deviations for Perceived Organizational Communication

Communication Type	M	SD
Communication Source		
Co-worker/informal (grapevine; gossip)	3.95	1.17
Co-worker/formal (info, by org.)	3.29	0.98
Supervisor	3.64	0.80
Top management (pres., corp, execs.)	1.92	1.08
Communication Channel		
Office meetings	3.95	0.60
Written memos/letters	3.32	0.91
Internal publications (newsletters)	2.63	1.05
E-mail	2.67	1.09
Office gossip	4.00	1.03

There was linear dependence between the employee perception factors (see Table 3). EQS failed to execute because the degree of linear dependence exceeded what was allowed by structural equation modeling. So, the model was simplified into a route analysis, and a path analysis was used to evaluate the mediation model in EQS. Because of the small sample size, we made this call

as well. This led researchers to use a method called route analysis, which allows for multilevel analysis. A model with a CFI of 1.00 >.95 and an RMSEA of.00 was found to be statistically significant for the given data set (x^2 (3, N = 208).936, p >.05). RMSEA has a confidence interval of.000 and.071. As a percentage of the total variation explained, job insecurity accounted for 44%, organizational cynicism for 11%, and procedural justice for 8%. Due to its low standardized coefficient (-.003) and lack of statistical significance (x^2 =.004, p =.951), the Wald. test recommended that the association between procedural fairness and organizational cynicism be abandoned. Tossing out this parameter has no effect on the model's overall fit. Procedural fairness served as a moderator in the association between corporate communication and fear of losing one's job. As a corollary, procedural fairness played a crucial role in mediating the connection between corporate communication and quit intentions.

Table 3: Correlations Between Communication Dimensions and Employee Perception Variables

	1	2	3	4	5	6	7
Timeliness	1.00						
Reliability	.67 **	1.00					
Comprehensiveness	.62 **	77**	1.00				
. Intention.to Leave	.49**	.13	.17	1.00			
Job Insecurity	-.42 **	-.58 **	-.49**	.01	1.00		
Organizational Cynicism	.28 **	-.39**	-.15 *	-.12	.22**	1.00	
Procedural Justice	.06	.34 **	.33**	-.33**	49**	-.10	1.00

*p< .05. **p<.01.

CONCLUSION

The findings are based on research into the effects of the organizational transformation process on workers' productivity on the job. The success of internal communication and the efficiency of workers inside an organization depends on an appreciation of the many aspects of organizational communication. Adaptation and improvement within an organization are continuous processes. There is always more to learn about this issue. Organizational shifts are caused by external causes including shifting technical capabilities and societal concerns and political climates.

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