



## **A Theoretical and Practical Agenda for Managing Commitment at Work: The Nexus of Organizational Communication**

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### **ABSTRACT:**

The study looked at employees' organizational commitment and communication inside chemical and pharmaceutical companies. The normative, continual, and affective forms of organizational commitment were used to gauge the study's measurement of the feasible characteristics of an organizational communication. A research topic was constructed utilizing the individual employees as the unit of study and three hypotheses were developed to evaluate the association. According to Krejcie and Morgan's sample size calculation, the study's sample size of 138 employees was chosen to be representative of the population of 234 respondents. The utilized variable underwent a reliability test, and its acceptable value was 0.750. The Statistical Package for Social Sciences (SPSS) program was used to evaluate the hypotheses using the Spearman Rank Order Coefficient. The investigation's findings demonstrated that various forms of commitment are affected significantly and favorably. In order to gain and maintain commitment, the study suggests combining the theory and practice of effective and efficient communication.

**KEYWORDS:** Affective Commitment, Continuance Commitment, Normative Commitment, Organizational Communication, workplace relationship.

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## **1. INTRODUCTION**

Obtaining organizational commitment is required as a fundamental necessity for both corporate success and employee satisfaction, today's workplace is being properly fashioned by a number of factors. Organizations have a dire need for employees who put in extra time and effort while performing their tasks, while employees search for positions that meet their personal demands. Therefore, it may be claimed that in order to be successful, an organization needs motivated employees. How information is shared and managed greatly influences how effective a company will be.

The majority of difficulties in organizations are regarded to be communication problems, regardless of how communication is perceived—as a phenomenon or as a means of describing it—in relation to its presence. Some papers have addressed research-based knowledge about the complexity of employee-organization communication, but this work focuses on how it affects employees' loyalty to the company. A close-knit organization will have a strong communication frontier, claims the study. This study emphasizes the impact of corporate communication on workplace commitment by tracing its impacts as an embodiment of its strategies, characteristics, assumptions, and direction.

The study's application of the principles to create an environment that fosters positive working relationships in the employer-employee relationship makes it distinctive and beneficial, even though the concepts themselves are not particularly novel. It is founded on the idea that individuals function more efficiently and productively when their employer, via management, permits them to fully express themselves and enjoy through sharing the many organizational perspectives, a sense of ownership while at work (Jasmine and Tamunosiki 2018).

Employees must be pushed to be more proactive, independent, and free to voice their own ideas if they are to become more productive as people, as workers, and as members of the organization. Communication issues may limit how closely employers can relate to their staff; it is through these gaps in understanding that this study finds its footing. The goal of this study is to improve the performance of chemicals/pharmaceuticals firms in Nigeria by encouraging their staff to show a desired level of commitment.

Richard (1989) stated that "people bring forth the results and the organization is about results." Therefore, every progressive management must place a high value on and devote most of its attention to its workforce. The nature of the relationship between the manager and the subordinate, as well as between the employer and the employee, is thought to determine how close or how far apart the two are from one another. Due to the effectiveness of organizational communication, it is anticipated to garner a certain level of commitment.

## **2. LITERATURE REVIEW**

### **2.1 Organizational Communication**

The effectiveness of an organization depends on its ability to coordinate efforts in a way that partially predicts individual behavior. However, no managerial system can ensure that every member will exert all of their possible effort toward accomplishing organizational-wide goals in the absence of an information network that is effectively transmitted (Deetz, 2001). A thorough understanding of the information within the organization and a well-communicated message have the potential to cross barriers and enhance interactions between managers and employees. Nothing gets done unless the boss gives the command to do it, which is definitely not how things work in the military. Thanks to the formulation of universal aims and principles as well as the widespread transmission of information, people can instantly identify whether or not the work is being done as well as who is executing it successfully or not.

The approach to organizational communication that is most widely used emphasizes that it is a "phenomenon that exists in organizations." Two ways of conceptualizing and describing corporate communications were put out by Deetz (2001). This viewpoint holds that the organization acts as a venue for communication.

A different perspective describes organizational communication as "a technique to describe and explain organizations." Employees use communication as their main instrument to share knowledge, develop connections, make sense of situations, and "construct" organizational culture and ideals. The foundation of modern organizations is this process, which integrates people, communications, meaning, practices, and purpose (D'Arix, 1996, (Shockley-Zalabak, 1995).

Employee/organizational communication was a topic Berger (2008) highlighted, emphasizing its significance as well as the essential internal communication channels, networks, and procedures in the business that enhance the relationship between the employee and the employer. The largest flaw in management practice is still the human element. The relationships between managers and employees and how the two interact, whether times are good or bad, appear to be poorly understood. Everyone is in agreement that poor communication is the primary cause of problems (Lukazewski, 2006). Research-based information surrounding employee/organizational communications has been discussed in a few papers. This difficult process is essential to an organization's performance in a competitive global market. Internal communication has benefited the business from the outset of a closeness developed, which highlights the significance of excellent communication between the employer and the employee (Berger, 2008).

It is a crucial sign of a close-knit firm to take into account shifting attitudes and behaviors towards internal or organizational communication—also known as communication between employers and

employees. It also refers to internal relations, which are interactions and communications between employees or members of an organization and the organization (Cutlip et al., 2006). (Kennan and Hazleton, 2006; Kreps, 1989). Through a variety of definitions, labels, and functions, the idea of organizational communication has advanced significantly. Internal communication, another name for organizational communication, reflects the frequent interaction between an organization and its employees.

The field can trace its roots back to early studies of mass communication, business information, and business communication that were published during the 1930s and 1950s. Up until that point, the field of corporate communication was confined to a small number of speech department teachers with a focus on speaking and writing in professional contexts. The contemporary discipline is well-established, has unique empirical concerns, and has its own theories. Several ground-breaking works that expanded the field, acknowledged the significance of communication in the organizing process, and popularized the phrase "organizational communication" stand out.

Communication is "very vital to organizations," according to Laureate and Simon, who wrote on "organization communications systems". Significant advancements in the study of organizational communication can be attributed to W. Charles Redding. Organizational communication in the 1950s was primarily concerned with how communication could enhance company productivity and culture. The field of communication began to move away from a business-focused perspective and concentrate more attention on the fundamental role of communication in organizing in the 1980s. Organizational methods, which include the conventional approach, Human Relations Approaches, Human Resources Approaches, Systems Approaches, and Cultural Approaches, often provide the background study for any organizational communication style. The Classical approach was centered on early 20th-century scientific management conceptions of work and workers, and was sometimes referred to as the machine metaphor because it regarded workers like interchangeable components. The most well-known supporter of this strategy was Frederick Taylor (1911). He examined industry production lines and came to the conclusion that by using scientific methods to manage jobs and employees, work processes might be improved. These included employing staff members whose skills matched each job's requirements, developing each task to boost performance, providing workers with the necessary training, and rewarding them for productivity gains.

Operational efficiency, according to Henri Fayol (1949), might be increased by better managerial techniques. He recommended 14 administrative principles, as well as the five managing components of organizing, command, coordination, and planning. In addition, Fayol introduced the "Scalar Chain," which stands for organizational hierarchy, and said that in order to prevent misunderstandings, communication required to follow this chain. However, he said that staff members might speak to one another throughout the company in an emergency. Fayol's bridge is the initial theory of horizontal communications.

In 1947, the German sociologist Max Weber created the idea of bureaucracy as a means of organizing work and communications while also establishing legal control. A clear division of tasks and responsibilities, a chain of command with centralized decision-making, and writing everything down to prevent misunderstandings were some essential elements of this design. Its communication feature states that its two main purposes were to express top management choices and directions and to avoid misunderstandings that could harm productivity or quality. Top-down communication, which was predominantly done through print channels, was driven by the formal structure of companies. The majority of exchanges were task- or rule-oriented in nature. Employees greatly relied on the grapevine for information because the social aspect of communication was mostly overlooked.

In the 1930s, the Hawthorne Studies led to a change in emphasis away from job tasks and toward employees' needs, which is where the Human Relation technique originated. The experiments, which were conducted at the Western Electric Company in Chicago, demonstrated the value of teamwork and interpersonal interaction. Employees who worked in amicable teams with supportive managers tended to do better than those who worked in less ideal circumstances, according to research conducted by Elton Mayo and his Harvard colleagues in 1933.

The roles of organizational executives and their involvement in communication were highlighted by Chester Barnard (1938). He maintained that cooperation between employees and managers was essential to raising productivity and underlined the significance of both formal and informal contacts to the success of the business. He believed that communication was the key to cooperation: Speaking is the most common and conceivably most complex kind of human interaction, he said (1938; cited in Modaff et al., 2008). The principles of the human relations organization may have been more clearly stated in McGregor's 1960 presentation of "Theory X" and "Theory Y," despite the fact that it was published later. These techniques highlighted the competing assumptions managers could hold about their staff members and the corresponding supervisory behaviors. Simply put, Theory X managers believe that workers lack motivation, are resistant to change, and are uninterested in the goals of the organization. Therefore, in order to manage and direct employees, managers must exercise strong, powerful leadership. Managers that subscribe to Theory Y think that their staff members are highly innovative, motivated, and driven to attain their goals. Therefore, it is the responsibility of managers to foster these tendencies through team problem-solving, objective-based management, and employee involvement in decision-making. In terms of communication, it does so by emphasizing the value of internal communications and including more face-to-face interaction. Although the majority of communication was still downward, employee happiness was measured through feedback. The task-oriented communication material was supplemented with social information, and managerial communications were less formal.

Businesses widely embraced the concept of human resources in the 1960s (Miles, 1965). Employees were treated as a team in this participative form of management, and they were able to contribute both

physical and cerebral labor. The Managerial Grid was created in 1964 by Blake and Mouton to assist managers in learning about leadership concepts that would reward employees' intellectual contributions, meet demands, and expand the business.

The preferred team-management approach, which places a high value on both people and output, evolved into the foundation for management development techniques in a lot of businesses. Employee involvement groups, comprehensive quality management, decentralized organizations, and quality control circles are examples of this methodology. Likert (1961, 1967), who placed more emphasis on organizational structure, proposed four organizational patterns and designated them as System I through System IV. According to Likert, a System IV company would promote productivity increases and lower absenteeism and turnover if it exhibited multidirectional communication and a participatory style and structure.

Other theorists contended that the optimum leadership approach would change based on the circumstances of each event. According to Fiedler (1967), leaders should first describe a situation before choosing the best leadership behaviors to address it. According to contingency theory, organizations and surroundings are ever-changing, therefore it's important to keep an eye on them and thoroughly consider the data before making judgments. This method demonstrates an aspect of communication wherein it became multidirectional and more relational. To improve problem solving and encourage idea sharing, feedback was solicited. Information in communications about tasks and societal issues now includes innovation content.

Organizations started delegating communication decision-making among employees as concepts of employee commitment and trust emerged as critical challenges. Some theorists embraced a systems perspective in the 1970s and viewed organizations as complex organisms vying for survival and growth in hostile circumstances. According to general systems theory, a system is a collection of components that are complexly structured and interact with one another through processes to accomplish objectives. All of these parts of the organization must work together in order for them to function; they are interdependent.

To allow the flow of information and other resources, boundaries between systems, subsystems, and their environments can be selectively opened or closed. In order to develop and thrive, open systems need information interchange (input-throughput-output), whereas closed systems prevent much of the information from entering or leaving. According to Stacks et al. (1991), communication acts as a "system binder" to connect the system's various subsystems to one another as well as the environment. To live and develop, social systems require some level of permeability. Those who share knowledge with different systems or groups are known as boundary spanners (such as clients, government employees, or suppliers).

Systems theory was utilized by Weick (1979) to understand organizational behavior and the sense-making process. According to him, information generated by behaviors or processes serves as the basis for organizing. As a result, systems can gain more knowledge and feel less uncertain about the complicated contexts in which they operate. The exchange of information within and across subsystems through multidirectional channels, which are utilized for internal communications, is essential for this method. Systems are helped to adapt, modify, and maintain control by feedback processes. There are more instances of group decision-making and shared communication duties.

In the 1970s, cultural methods began to take shape as competition from Japan and other countries in the international market grew. The shared beliefs, values, practices, and artifacts that an organization has that define how it functions and responds to its environment are referred to as its culture (Schein, 1985). Management academics searched for alternative explanations for the actions and procedures in the struggling organizations as the performance of American corporations deteriorated. The dynamic character of the cultural approach and the kind of in-depth understanding it can offer made it appealing (Schein, 1996). In order to analyze organizational cultures, Miller (1995) divided between prescriptive and descriptive approaches.

Prescriptive approaches recommend measures to develop or maintain a "winning" or robust culture and see culture as "something an organization possesses." But scholars frequently use a descriptive approach, viewing culture as "what an organization is." This method rejects the idea that there is a universal cultural recipe for success and instead emphasizes how interactions and communications result in shared meaning. Additionally significant aspects of organizational culture, power relationships, and gender and diversity issues are brought to light by descriptive approaches. The cultural approach places a high priority on communication, seeing it as a mechanism for exchanging knowledge, establishing connections, and creating organizations that is built on culture (Brown and Starkey, 1994).

Communication and culture are interdependent. Through both official and informal channels, storytelling, the sharing of experiences, and social activities, communications both contribute to and impact culture. Given common interpretive frameworks, specific workplace jargon, preferred media sources, and established rules and practices, culture has an impact on how employees interact with one another.

These five tactics show how organizational communication changed as businesses developed and grew. Organizations still utilize a variety of work norms, hierarchies, policies, work teams, training programs, job descriptions, socialization rituals, human resource departments, job descriptions, customer focus, etc. Today's official, top-down communications, bottom-up proposal initiatives, and horizontal communications all employ corresponding communication strategies. among team members, numerous interactions in print and online, conversation-friendly new social media, and other developing communication methods.

A variety of novel perspectives are included in the concept of the organization's function in communication. Some people characterize organizations and internal communication using metaphors (Morgan, 1986). (2006) Putnam and Boys Others focus on issues related to hegemony, power, or gender in modern organizations (Mumby, 1993, 2001). Others still view businesses as learning institutions, contending that any organization's ability to learn, pick up knowledge, and adapt more quickly than competitors is the sole source of advantage that can last over time (Senge, 1990; Senge et al., 1994).

Researchers are increasingly using cultural or co-creational paradigms, in which individuals converse and internally communicate to share narratives and produce interpretations and meanings (Botan and Taylor, 2004). As their roles have evolved from "conveyors of information" to strategic business partners, communication specialists are being asked to do a better job of connecting employees to the company, provide leaders with the tools and skills they need to communicate effectively, ensure that the right messages are "breaking through the clutter," and demonstrate measurable results. These are all challenging tasks (Gay et al, 2005).

The acceptance of mechanistic models—information moving from a sender to a receiver—has been replaced by the study of the pervasive, hegemonic, and assumed ways in which we use communication to accomplish certain tasks within organizational settings (public speaking), as well as how the organizations in which employees participate affect them. Postmodern, critical, participatory, feminist, power/political, and organic are a few of them. They offer an illustration of the procedures and uses of communication in a business. A wide range of academic disciplines are also impacted by them, including sociology, philosophy, theology, psychology, business, business administration, institutional management, medical (health communication), neurology (neural nets), semiotics, ethnography, international relations, and music (Gay et al, 2005). This phase, as well as how communication is employed in businesses, are based on a variety of assumptions, though.

The process of face-to-face or interpersonal communication between people is another aspect of communication in the company. Such communication may occur in a variety of ways. According to Dobson's (2003) analysis, this type of communication has a strong propensity to close the distance between the management and the employee. Messages can be verbal (i.e., communicated through speech) or nonverbal (i.e., expressed through body language, specific postures, and gestures) ("body language"). Even silence can provide nonverbal cues. To run a successful firm, managers need questions more than they need answers. Thanks to the advantages of all the technological communication technologies at our disposal, answers can come from anybody, at any time, anywhere in the globe. Because of this, the real task of management today becomes figuring out what the company needs to know and how to go about learning it. Managers, who are in charge of the overall running of the company, must ask questions in order to efficiently solve issues, grasp opportunities, and accomplish goals. His ideas, feelings, or the situation itself could have caused him to feel the need



to speak. Relationships between the sender and the recipient, such as disparities in status or a staff-line, may also affect communication. relationship, or a student-teacher connection.

The nonverbal component of informal communication has recently received the highest ranking among the message's constituent parts (Drafke and Kossen, 1998). Merabian (1998) conducted significant research on interpersonal communications and calculated that variables like facial expressions, gestures, posture, and territoriality make up about 55% of the entire message delivered. There are only 7 percent left after taking into account that the tone makes up an estimated 38 percent of the message. Many people might believe that the verbal messages—the actual words—are the most significant component of any message. The truth is that nonverbal clues and the tone with which words are conveyed are far more significant than the actual words themselves by concentrating just on the words, the likelihood of misunderstanding increases.

Another occasion is when the organizational function of communication promotes a participative method of managing people and their relationships, particularly those between employer and employee (Hunsaker and Alessandra 2003). There are different tiers of internal corporate communication. Interpersonal or face-to-face (F-T-F) communication is a crucial kind of communication, and organizations have long strived to enhance the speaking, writing, and presentation skills of executives, managers, and supervisors. Teams, units, and employee interest or resource groups engage in group discussions (ERGs). At this level, the major priorities are information exchange, discussion of relevant problems, task coordination, problem solving, and consensus building.

Organizational knowledge and performance, policies, fresh initiatives, and corporate vision and goal are just a few of the subjects that are the focus of communications at this level. A cascade method is commonly used in professional communications, where CEOs at different levels of the hierarchy engage with their respective personnel, despite the fact that social media is changing communications at this level. There are essentially two ways to communicate in an organization: informal communication and formal communication, according to Drafke and Kossen (2003), who favor hierarchical communication systems. The main concern was that informal communication, which is typically associated with interpersonal, horizontal communication, could interfere with good organizational performance.

Top-down tactics are often referred to as "downward communication." The Top Level Management communicates with the Lower Levels using this manner. To put laws, regulations, etc. into force, this is done. Actual information is distorted by this type of business communication. Feedback might improve its usefulness. The network is a representation of the formal and informal communication that takes place within a company.

In a formal communication network, information is distributed via channels that mirror the

organizational hierarchy, such as newsletters, memos, and policy statements. Informal communications, which include rumors, opinions, aspirations, and emotional expressions, travel over unofficial routes (the grapevine, which is today electronic, quick, and multidirectional). Employees find informal conversations to be more sincere than formal communications since they are frequently interpersonal and horizontal. Both networks are utilized by both employees and members to comprehend and analyze their firms (Burton, 2008). Drafke and Kossen (2003) assert that channel usages depend on the type of the connection because the message channel essentially serves as the conduit that carries the message from the sender to the recipient. While urgent messages are better conveyed over the phone, sensitive messages should be provided via F-T-F. It is best written if the message is brief. Face-to-face interactions include speeches, team meetings, focus groups, brown bag lunches, social gatherings, and management by walking about channels.

According to Harris and Nelson (2008), listening accounts for nearly half of our communication time and is the most common channel utilised. Understanding, learning, resolving conflicts, and effective teamwork all depend on active listening. It helps managers at all levels retain staff, raise employee morale, and find and fix issues. An increase in distance, mistrust, and anger on both sides might result from the interactive communication method, which depends on a few skills that involve the various communication channels that may enhance employees' dissatisfaction. The Art of Questioning, The Power of Listening, Projecting the Appropriate Image, Communicating with Voice Tones, Effectively Using Body Language, Spatial Arrangement Says Things, and Making Sure with Feedback are a few of these techniques (Drafke and Kossen, 2003).

The productivity of a company is more strongly influenced by how it uses time, space, and things to "speak" to other people than by any other aspect of internal communication. Negative feelings are produced when people are kept waiting or when the employer does not have enough time to spend with the employee (s). When an employer crosses the line into an employee's personal space or domain, an unpleasant and dissatisfied feeling arises. This kind of space breach might prevent dialogue and trust-building without the employer being aware of it. Scholars have also studied groups' effects on conveying and processing information, particularly in situations where seating arrangements balance communication goals. Corner-to-corner, side-to-side, competitive, co-action, and special sitting placements are among the configurations and their effects listed by Hunsaker and Alessandra (2005).

These have been interpreted by him as having several meanings, including informal dialogue, cooperative task exchanges, competitive settings, independent working conditions, and leader supremacy.

Feedback is required to ensure that the employer is aware of what others are saying. Feedback is a more tactful tactic to demonstrate understanding of the nonverbal cues that employees use to communicate with their employer. Hunsaker and Alessandra list a number of the many sorts of

feedback, including verbal, nonverbal, factual, and affective feedback (2005). Each plays a particular function in the communication process. By soliciting clarification of the employee's message, offering suggestions for improvement or criticism, and using verbal feedback to determine how the employer should lay out a presentation for the staff that explains the verbal feedback type, the feedbacks enable us to accomplish a number of advantageous goals.

People convey a range of favorable or unfavorable attitudes, feelings, and views using their bodies, eyes, expressions, postures, and senses. These are the ways in which humans interact nonverbally with one another. The perceptive, sensitive communicators structure the message's substance and direction based on nonverbal cues from the listener. The result is a continuation of their positive contact and a rise in their relationship's credibility and trust. For the purpose of being understood, understanding others, gaining acceptance for oneself and one's ideas, and ultimately for the production of action or change, Dalton et al. (2003) presented several nonverbal communication clues and their interpretations.

Plunkett (1994) suggests that effective communication of pertinent information transmitted directly or indirectly must be able to persuade a person to understand exactly what the source of the information means, to understand the precise meaning and intentions of others, to be accepted, and finally to persuade the other person or group to understand what is expected, when it is needed, why it is necessary, and how to do it.

Organizational communication recipes often call for the following ingredients: information, including the information sender (transmitter), the information carrier, and the information recipient. Clarity of meaning and comprehension will be absent if any one of these components is flawed in any manner, which will impact the relationship that already. What gets measured gets done, according to organization theorist Mason Haire, who said this many years ago. He claimed that simply placing a measurement on something amounted to finishing it. There is a connection between organizational communication and the relationship between the organization and its employees because employees depend on good communication to accomplish their tasks properly, they exhibit a strong and close dependence on information, and they are committed to the organization.

Plunkett (1994) asserts that a number of factors, such as unusual symbols, incorrect timing, atmospheric disturbances, unsuitable attitudes, background disparities, and sender-receiver relationships, can cause communication barriers that ruin these components and the communication process. Berger (2008) identifies these elements—along with others—as the fundamentals of effective organizational communication in support of these barriers. These contain a few procedures and guidelines that appear essential for effective internal communications among organizations, staff members, and members. They include channels, leadership positions, participation and recognition, timing and content, measurement, and culture (Berger, 2008).

### **Organizational Communication and Organizational Commitment**

Although public relations experts and professional communicators have consistently emphasized the impact on individual attributes to the organization, many academic research articles curiously neglect to discuss the impact of organizational communication on relationships between the organization and its employees, including peers, subordinates, or workers (Kennan and Hazleton, 2006). Many academics contend that conflicts between the wants and needs of managers and employees have historically characterized organizational or internal communication. This conflict affects the organization and its employees more than a select group of people or specialists.

Communication professionals are transitioning from their traditional responsibilities as information producers and distributors to advocacy and advisory roles in relationship-building, strategic decision-making, and initiatives that foster involvement, trust, empowerment, and commitment. In order to build a solid basis for success in a fast-paced business, they assist their organizations in developing a communication culture that promotes open, honest, and genuine discourse.

In a dynamic environment marked by an explosion of new technology, fierce global rivalry, and quick change, organizational communication is still developing. Organizational communication, also known as internal communication, is "the fundamental variable in almost all change attempts, diversity initiatives, and motivation," according to Harris and Nelson (2008). Many people today would concur that it is a crucial component of organizational transformation. Even some people assert that the most "basic indicator of corporate effectiveness" is internal communication (Gay, Mahoney and Graves, 2005).

A growing body of research demonstrates that effective corporate communications enhance the communication environment and public relations, as well as product quality, sales, and profits. Additionally, they support employee development, commitment, morale, and job satisfaction (Harvard Business Review, 2010). Employees who cheat on their employers or who are not dedicated to helping them achieve their goals may result in annual costs to the company in the form of poor quality, rework and repair costs, absenteeism, and lost productivity (Center and Broom, 2006).

Employee performance can increase by up to 50% by improving the quality, sufficiency, and timeliness of the information they receive about customers, the company, or their own job. (1998, Boyett and Boyett).

One of the most significant and frequent actions in organizations is communication (Harris and Nelson, 2008). Fundamentally, communication is the foundation of relationships, and effective interpersonal and group dynamics are essential to the operation and survival of enterprises. Additionally, organizing skills are developed and put into practice through "deep social and communication processes" (Jones et al, 2004). Socializing, making decisions, addressing problems, and managing change all require communication. Additionally, it helps groups and individuals coordinate their efforts to achieve

objectives. Important information about their occupations, organizations, environments, and coworkers is also provided to employees through organizational communication (Jones et al, 2004)

People can express their emotions, talk about their goals and aspirations, remember and celebrate their successes, and motivate others through communication. It also helps to build relationships of trust, create a sense of community, and promote participation. Communication is the cornerstone of comprehending an organization, what it is, and what it implies, for both individuals and groups. Because of its complexity, the effectiveness of this function in any firm tends to be employee-oriented, which affects the relationship between the employer and the employee (Hunsaker and Alessandra 2003).

Most workers in a company have a say in whether they stay or leave, and a third said that communication was "very influential" in their choice (Burton, 2006). When the organization balance was balanced, the "most admired" organizations spent more than three times as much on employee communications as the "least admired" enterprises did (Seitel, 2004). Employee engagement to the organization, productivity, job performance, happiness, and other important outcomes are all correlated with how well they communicate in the workplace (Gray and Laidlaw, 2004).

Employers who have devoted, engaged workforce are more successful than employers who have disengaged staff. Additionally, companies with devoted and engaged staff have greater employee retention rates (Izzo and Withers, 2000). An organization's financial performance and long-term success are influenced by the communication climate, which strengthens employees' affiliation with their businesses (Smidts et al, 2001). Employee attitude scores, customer satisfaction scores, and revenue all significantly increased as a result of making the workplace more desirable for employees (Rucci et al, 1998).

An essential component of good, enduring organizations is effective communication, which encourages engagement and fosters the development of trust (Grates, 2008). Because they have a direct impact on consumer behavior, engaged employees improve corporate success (Towers Perrin, 2003). They also draw the required level of staff dedication. This study aims to ascertain the efficacy of organizational communication in fostering the relationship between the company and its employees through the confirmation of the following hypotheses.

**Ho1:** Organizational communication and normative commitment don't significantly correlate in Nigerian chemical and pharmaceutical firms.

**Ho2:** Organizational communication and continued commitment do not significantly correlate in Nigerian chemical and pharmaceutical companies.

**Ho3:** In Nigerian chemical and pharmaceutical companies, there is no substantial correlation between organizational communication and affective commitment.

### **3. METHOLODOLGY**

For the objective of this study, a cross-sectional survey design and a descriptive methodology were used to ascertain the association between organizational commitment and workplace relationship climate.

All chemical and pharmaceutical companies doing business in Imo State make up the population of this study. In the State, there are currently three such firms that are all up and running. Since our research is at the micro level, as was already mentioned, the population consists of every employee in the organizations. 243 permanent staff members of the organizations make up the study's population. Using the Krejcie and Morgan (1970) table of sample selection model, a sample size of 148 from the population of 243 employees of the chemicals and pharmaceuticals sectoral group in Imo State was determined. This sample size was then verified using the Taro Yemen calculation at a 95% level of significance. Primary and secondary sources were also employed to acquire the data for this investigation. The primary data was collected using a standardized, self-administered questionnaire. To gather the measurable, dimensional, and demographic information, it was segmented. The source of secondary data included journals, reports, and documents that were examined by the enterprises.

Using a five point Likert scale, respondents were given with statements and asked how strongly they agreed or disagreed with each one (s). The abbreviations SDA, D, U, A, and SA stand for strongly disagree, disagree, uncertain, agree, and agree, respectively. The 2003 SCRIBD revision's 17 revised items were used to assess organizational communication. The six-item Allen and Meyer Organizational Commitment Questionnaire was used to assess the criterion variable, organizational commitment (OCQ). The types of organizational commitment that were measured were normative, ongoing, and emotional commitments.

Organizational communication was measured using 17 items from the updated SCRIBD 2003 version. The six-item Allen and Meyer Organizational Commitment Questionnaire was used to assess the criterion variable, organizational commitment (OCQ). Normative, continuous, and emotional commitments were the three categories of organizational commitment that were measured. The Cronbach alpha coefficient, a reliability metric, was used to determine how closely responses to a questionnaire match the value of 0.75 of an acceptable value. When a research tool measures what it was designed to measure, it is considered to be valid (Baridam, 2001). Both content and construct validity checks were performed on the research tool.

The data from the primary sources were compiled, modified, coded, and then analyzed using the Statistical Package for Social Scientist (SPSS). Descriptive statistics in the form of tables, percentages, graphs, and charts were used to describe the demographic data. Normative, continual, and affective forms of commitments were compared to organizational communication, job nature, and these relationships were examined using inferential statistics, namely the Spearman Rank Order Correlation coefficient and regression analysis.

4. DATA ANALYSIS

**Table 1: Show Statistics on seventeen Items in the Survey Instrument for Organizational Communication Dimension of WRC**

		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12	OC13	OC14	OC15	OC16	OC17
N	Valid	126	126	126	126	126	126	126	126	126	126	126	126	126	126	126	126	126
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		4.22	2.84	3.78	3.22	3.98	3.98	3.75	3.00	3.25	2.97	3.60	4.34	4.18	3.65	3.90	3.67	4.15
Std Dev		.875	.942	.680	1.087	.513	.464	.692	.930	.963	.938	.811	.717	.907	.906	.604	.893	.694

The answers in table 1 above make a strong case for the level of effective communication practices in the industrial organizations under investigation. With The first question item, which asked whether they speak in a manner that is understandable, had a very high mean score of 4.22, confirming that they have a highly clear speaking style that successfully conveys their message. The second question—using eye contact to reach out—had a low mean score of 2.84 since so few people responded, clearly indicating that they did not think this was a typical action. As a result, the third question regarding an employee's background has a mean score that is moderately high positive.

Significantly, according to the respondents, is the attitude of actively listening to others in the manufacturing businesses under investigation. The employees believed that active listening was performed, as evidenced by the mean score of 3.22 for the fourth item. A high rank is also indicated by the fifth and sixth question items, each of which had a mean score of 3.98. The respondents in this study feel that they receive pertinent responses to the questions posed and are also extremely careful to clearly grasp those answers. This approach is also thought to be the cause of always taking the time to address individuals. With a high mean score of 3.75, the response outcome for the seventh question item supported this. Similar attention is displayed by the respondents for the eighth question item. The average score is 3.00 due to the moderate belief that people discreetly learn information about their condition. This also applied to the ninth question, which had a mean score of 3.25. This suggests that despite their extensive inquiries into the respondents' worries, they don't seem to be eager to spend much time alone. Their response to the 10th question item, which had a low mean score of 2.97, hinted at this.

Additionally, the responders have strong feelings for interpersonal support, conversation, and potential conflict. With a high mean score of 3.60, the answers to the 11th question item are compelling. The respondents' answers to the 12th and 13th questions clearly demonstrate that the organization welcomes new ideas from its members with enthusiasm and makes use of a range of ways when making decisions. Their respective mean scores are very high, 4.34 and 4.18.

A high mean score of 3.65 was assigned to the 14th question item, which sought information on

respondents' personal avoidance of getting directly engaged with others. This only confirms that the respondents' positions on the matter avoid personal clashing problems. Contacts are made at all organizational levels, possibly to close communication gaps. With a high mean score of 3.90, the replies to the fifteenth question item are quite affirmative of the practice. When people don't always behave as expected, there is flexibility, experimentation, and tolerance, as seen by the response outcome for the 16th question item, which had a mean value of 3.67. The documenting of information flow among employees, particularly from subordinates, is the last example. This was proven to by respondents based on the high mean score of 4.15 for the 17th question item. The response distribution presented below from the findings of the analysis demonstrates the prevalence of efficient communication techniques in the firms under study.

**b) Normative Commitment**

**Table 2: Shows Statistics on six items in the Survey Instrument on Normative Commitment**

		NOC1	NOC2	NOC3	NOC4	NOC5	NOC6
N	Valid	126	126	126	126	126	126
	Missing	0	0	0	0	0	0
Mean		2.16	3.25	3.05	3.94	3.83	3.73
Std Dev		.599	1.257	1.005	.548	.621	.662

Data on normative commitment are shown in Table 2, and the findings suggest that employees are ready to exhibit their allegiance to the company because they feel compelled to. Despite not being overly pushy, respondents to the first question item gave their company a mean score of 2.16. The respondents agree that they would not believe it was right to leave even if they learned anything that was advantageous to them, as evidenced by the high mean score of 3.25 for the second question item on normative commitment. This has contributed to the fourth question item's high mean score of 3.94, which suggests that the company deserves the loyalty of its personnel. The third question's mean score was 3.05, which was similarly excellent and supports the idea that workers will feel awful about leaving the organization.

The high mean score of 3.83 for the fifth question item reflects respondents' strong level of commitment to the organization and their lack of willingness to leave. The high mean score of 3.73 for the sixth question item was also attained. This shows that the respondents had a high sense of loyalty to their company. Here, the answer distribution highlighted normative commitment among the workforce in the under-researched manufacturing sector.



c) **Continuance Commitment****Table 3: Shows Statistics on the six items in the Instrument on Continuance Commitment**

		COC1	COC2	COC3	COC4	COC5	COC6
N	Valid	126	126	126	126	126	126
	Missing	0	0	0	0	0	0
Mean		3.66	3.24	3.21	2.60	2.76	2.69
Std Dev		.948	.942	.891	.812	.907	.934

Because the replies suggested that it would be difficult for employees to leave the company even if they wanted to, the first question item scored a high mean score of 3.66. They also think that continuing to stay will gravely endanger their lives. This is demonstrated by the second question item's high mean score of 3.24 across respondents. The third question item on continuing commitment had an average score of 3.21, indicating that respondents find their continued work with the organization to be necessary and that they are unable to leave.

With mean scores of 2.60, 2.76, and 2.69, respectively, the respondents' views on the fourth, fifth, and eighth question items were moderate. They believed that despite the fact that there might be many alternative options, they would not think about leaving their companies because of this. Additionally, their families believed that even though there may not be many options, they must stay and are willing to do so.

d) **Emotional dedication****Table 4: Shows Statistics on the six items in the Instrument for Affective Commitment**

		AFC1	AFC2	AFC3	AFC4	AFC5	AFC6
N	Valid	126	126	126	126	126	126
	Missing	0	0	0	0	0	0
Mean		3.66	3.48	2.35	2.40	3.50	2.60
Std Dev		1.11	.837	.762	.811	.953	.997

Based on the question items, affective commitment was explored, and the results were descriptively compelling. The first question item had a high means score of 3.66 because respondents indicated that they would be very glad to work for their organization for the rest of their lives. It implies that they have an emotional connection to carrying out their responsibilities within the firm. The high mean score of 3.48 for the second question item implies that the organization's members feel personally accountable for the organizational issue. The third question item's mean score of 2.35 further demonstrates the participants' strong sense of affiliation with the group. The low mean score of 2.40

for the question on employees' non-emotional commitment to the company plainly indicates that their loyalty is solely emotional. A high mean score of 3.50 for the fifth item reveals that respondents do feel passionately about their identification with their company. This feeling is emphasized by the low level mean score of 2.6 for the sixth question item, which indicates a strong sense of belonging. This pattern of responses illustrates the respondents' emotional commitment to the company and precisely reflects their affective commitment to work goals.

**Testing Hypotheses**

The following table presents the results of the correlation between organizational communication and organizational commitment as measured by normative and affective commitment;

Results of the association between organizational communication and commitment types are shown in Table 4.1.

	<b>Ho<sub>4</sub></b>	<b>Ho<sub>5</sub></b>	<b>Ho<sub>6</sub></b>
	<b>OC (NOC)</b>	<b>OC (COC)</b>	<b>OC (AFC)</b>
N	126	126	126
Sig (2-tailed)	.000	.000	.000
Rho	.628**	.677**	.633**

\* Correlation is significant @ 0.01 (2 tailed)

Organizational communication is a key component of the relational environment at work that inspires dedication, according to our correlation results, which are prominently highlighted in the table. Organization and normative commitment are positively associated and statistically significant ( $r = .628$ ,  $P 0.05$ ).

Similar to how interpersonal relationships do, organizational communication has a strong positive relationship with both continuing and emotional commitments. This relationship was significant, with  $r = .628$  and  $6.33 P 0.05$ , respectively. Therefore, it should be highlighted that organizational communication, a component of the relationship environment, greatly influences employee commitment in terms of normative, continuation, and affective commitment. Inferentially, the null hypotheses  $Ho_4$ ,  $Ho_5$ , and  $Ho_6$  are rejected.

Measured by NOC, COC, and AFC are organizational commitment and communication.

**Ho1:** In Nigerian chemical and pharmaceutical firms, there is a considerable and robust correlation between organizational communication and normative commitment.

It is extremely evident from the statistical finding how organizational commitment and normative commitment are related. The results show that having a clear vision and goals for the team fosters a

sense of responsibility in all members. The workforce exhibits a strong awareness of all the tasks they must carry out in order to fulfill the objectives of the company; as a result, they both have a duty to fulfill all such objectives.

**Ho<sub>2</sub>:** In Nigerian Chemicals/Pharmaceuticals Firms, Organizational Communication and Continuance Commitment Have a Strong Positive and Significant Relationship.

The results of the study show a consistent relationship between effective communication strategies and employees' willingness to show commitment. The consequences of potentially switching to a new employer with a less effective communication culture, which results in poorly coordinated work assignments and unmet goals, are considered by the employees in this case. Their capacity to make decisions and commit to clearly specified work assignments is implied by the cost factor.

**Ho<sub>3</sub>:** There is a strong positive and significant relationship between Organizational Communication and Affective Commitment in Nigerian Chemicals/Pharmaceuticals Firms.

The statistical finding here demonstrates that motivating people emotionally is dependent on efficient organizational communication. According to the findings, individuals in the manufacturing industry would exhibit emotional motivation to stay in their workplace when they critically viewed it in the context of how effectively communication is conducted. They communicate with one another at all levels of work, building connections that allow for a shared understanding of plans, goals, and objectives.

### **Discussion of Findings**

The foundation for discussing the results has been supplied by the analysis's in-depth description above. The discussion essentially follows the findings from the analysis of the dimensions using the measurements from key insights that were identified and provided here.

#### **Organizational Communication Relates With Organizational Commitment**

In today's organizations, organizational communication has not only grown in complexity and variety but also importance to overall organizational success. It extends beyond the traditional conception of communicating with others within and among organizational members, and has been recognized as the foundation for a number of behavioral outcomes and accompanying performance. In their books, Harris and Nelson underline its significance and dominance in organizational activities (2008).

The study's findings have contributed to reiterating the idea that effective organizational communication is crucial in fostering employee commitment to the activities and objectives of the business. The findings largely support Jones' (2006) assertion regarding employee motivation and corporate communication. The author had stated that managers inspire, encourage, and motivate staff to carry out their duties through effective communication. They must be successfully communicated

with in order for them to understand what is required of them and how to go about completing the task at hand.

Allen (2004) had also made the observation that ineffective workplace communication techniques lead to cognitive sadness in workers, which decreases their commitment to the firm. The statistical findings from our study highlighted the connection between organizational communication and the various types of commitment. (2006) Hartington, Jones (2006) According to Jones and George (2008), a firm's ability to be effective and accomplish long-term goals depends on its dedication to organizational goals. The results of our study demonstrate that Nigerian manufacturing is similar to a culture of effective communication, which clearly specifies the goals aimed at and establishes a clear path towards those goals. All operational and strategic actions with a goal are clearly communicated to personnel.

It was discovered that action-oriented maps, which are clearly developed and printed manual and notices are made available for every staff duties are necessary to achieve effectiveness, thorough comprehension, and consistency with organizational vision. The manufacturing industry's communicational culture is represented by these behaviors, which have enabled employees to demonstrate a strong sense of obligation and emotional attachment to their workplace objectives. It also explains why they view maintaining their businesses as a more serious course of action because the costs associated with alternative shift are deemed to be unjustifiable.

Involving individuals in corporate decision-making requires effective communication skills, according to Vladmir's (2005) study on communicational skills as a strategic resource for competitiveness. In this scenario, individuals freely contribute their original ideas to help the organization blend in with its surroundings. The long-term outcome, in accordance with Vladmir (2005), is a committed workforce that feels required to assist and is maximizing his capacity to contribute to the success of the company. In this study, we found that the chemicals/pharmaceuticals corporation encourages employee engagement and open communication, which may support the practice of providing them substantial decision-making authority. This enables a persistent capacity to relate to one another and go forward as a single, cohesive group. What is typically imagined from this conclusion is a unified workforce with democratic values as a result of the communication culture that motivates employees to achieve the organization's goals. Our findings resoundingly demonstrate that managers' top priorities in ensuring effective communicational practices include not only ensuring that the organizational vision is clearly communicated to all employees but also that cross-functional teams are managed effectively, preventing sub optimization across teams.

Coherence at the cross-functional and hierarchical levels of the industry is based on communication of the study's findings. As we have noted in this study, strong communication is thought to be useful in assisting staff in realizing that the organization's direction always calls for some sort of emotional

connection. They will be able to show a sense of belonging while still accomplishing their particular objectives thanks to this. It attracts a clear and aggressive degree of responsibility to put in a lot of effort and achieve the goals that are clearly outlined to members from the beginning, whether they are working individually or as a team. Eisenberger (2000) took a social exchange viewpoint on commitment and emphasized that organizational managers exchange communication for commitment. Our study furthered these contributions by the discovery of statistically significant connections.

## **5. Conclusions and Recommendations**

The theoretical discussion of organizational commitment and communication, particularly in the context of the manager-subordinate relationship, has undoubtedly benefited from some fresh concepts that this study has contributed. It has also increased our understanding of the complex justification for commitment theories. In terms of behavioral dynamics that are akin to developing a work atmosphere that encourages relationships and acts as a platform for recruiting commitment, the study significantly strengthened the theory-building process. The study's results support the idea that organizational commitment comes after an efficient organizational structure (Peters, 1986).

Contrary to the majority of the existing works on communication, which seem to have given the phenomenon a macro status, this study anchored the phenomenon as a micro activity at the individual relationship between the manager and subordinates, particularly in the behavioral expectations that they have of one another at work. Carayan (2006) asserts that in order to uncover behavioral trends that may influence employee work behavior, such an examination at the individual level is necessary. The non-significant stance, however, is not wholly unrelated to Narayan's (2005) claim that lowering managerial oversight is accomplished through the availability of required resources in terms of work abilities, the transmission of corporate goals, and the clarity of job descriptions. An Agenda for Managing Commitment at Work: A Theoretical and Practical Approach: Nexus of Organizational Communication

It lends credence to earlier study findings that organizational communication has an impact on employee behavior that contributes to higher levels of affective and normative commitment and maybe lower levels of continuation.

The theoretical and practical implications of our investigation are the best part of our argument. We have posed questions based on the predictor variable's dimension and the contextual element in order to conduct this study. These questions, which came out of the study's goals, served as a core blueprint for creating the instrument we utilized to gather data. Some of the obvious findings drawn from the analyzed data are as follows: Organizations that want to recruit employees offer a culture of effective communication that helps to build the company and enhances the effectiveness of cross-functional and level interactions through a natural working environment. The relationship between a manager

and a subordinate at work is essential in creating a relational atmosphere that fosters and preserves employee commitment because in this way, the cost of maintaining an employee's belief will be less than the cost of simply existing. This predicts that when a manager and a subordinate are distant from one another, exhibiting It will lead to a tense workplace that is non-supportive and communicationally inefficient, or what Meyer (1993) called "status egoism." Additionally, because of the nature of organizational communication, it will deprive a worker of the desired psychological state that encourages him to express affection for work objectives.

Our analysis of the study's data has led us to some conclusions about the occurrences we looked into. In light of this, we suggest the following:

The need of managers ensuring excellent organizational communication that leads to a warm and natural work environment is emphasized. A work environment that encourages open communication between coworkers and superiors while also allowing for cross-interactional processes will foster a creative and inventive staff. Overall, it creates a foundation for effective devotion to job obligations.

Since the communication abilities of coworkers are a strategic resource, it is important to promote good communication at all levels of the workplace. Offering specialized training programs that will assist staff in understanding all the components of efficient communicational practices is a strategic way to do this.

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