The Nexus of Organizational Communication: A Theoretical and Practical Agenda for Managing Commitment at the workplace

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ABSTRACT:*The study examined Organizational Communication and Organizational Commitment of employees in the Chemical/Pharmaceuticals firms. This study considered the practicable attributes of an organizational communication and was measured by the forms of organizational commitment which includes normative, continuance and affective commitment. Using the individual employees as the unit of analysis, a research question was asked and three hypotheses were formulated to test the relationship. The study was conducted using a sample size of one hundred and forty-eight employees which is the corresponding size for the population of two hundred forty-three using Krejcie and Morgan's sample size determination. The variable used was subjected to reliability test that had an acceptable value of 0.750.with the aid of a Statistical Package for Social Sciences Software (SPSS), the Spearman Rank Order Coefficient was used the hypotheses. The results of the analysis showed that there is a significant and positive effects on the forms of commitment. The study recommends a nexus of the theory and practice of an effective and efficient communication in gaining and sustaining commitment.*

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

I. INTRODUCTION

Several factors are responsible for properly shaping today's workplace in order to achieve organizational commitment which is a very important factor required for achieving organizational success as well as employee satisfaction. Organizations are in dare need of workers who put in extra effort and time in carry out their duties and workers on the other hand are looking for jobs that satisfies their personal needs. It can therefore, be argued that organizations needs an engaged and committed workers to achieve a successful organization. A successful organization to great extent is determined by how information is communicated and managed.

Whether communication is viewed as a phenomena or a way of description in relation to its existence in an organization, most problems in the organizations are acknowledged to be communication problems. Some articles have reviewed research – based knowledge regarding employee/organization communication as a complex process but this paper use the effect of this complex process in improving commitment from the employees to the organization. The study projects a closely knitted organization to have a strong communication frontier. This paper traces the effect of organizational communication as an embodiment of its approaches, features, assumptions and direction to emphasis its effect on the commitment level at the workplace.

Although the ideas are not radically new, how they are applied and combined in establishing an efficient workplace relationship climate in the employer-employee relationship makes this study unique and applicable. It is based on the philosophy that people perform effectively and productively when the organization through the manager allows the employees to obtain optimum personality expression and a sense of ownership while at work by sharing the various organizations' orientations (Jasmine and Tamunosiki 2018).

Employees need to be encouraged to be more active and independent and to have more control over their own jobs and in expressing their own opinions in order to maximize their persons, professional, and organizational productivity. How close the employers can relate with their employees can be hampered by communication factors; it is by these recognised gaps that this study finds its feet, in order to bring to chemicals/pharmaceuticals firms in Nigeria an improved performance through a desirable level of commitment from their employees.

According to Richard (1989), "the organization is about results and people bring out the results". It therefore follows that the people are a priority and main focus of any progressive management. The nature of relationship between the employer and the employee; the manager and the subordinate is attributed to constitute a relative closeness or distance in the relationship. It is expected to attract a level of commitment owing to the efficiency of organizational communication.

II.   LITERATURE REVIEW

1.Organizational Communication

Organizational productivity depends on having a system which, by coordination of effort, partly predetermines individual behaviour. However, no managerial system can assure that all member will do all that they could do in working toward organization-wide goals without a well communicated network of information (Deetz, 2001). A well communicated Information and its availability given a well defined understanding of the information within the organization also has the tendencies of bridging the space and enhancing the workplace relationship between the manager and the subordinates. It is not the military model at all; it is not a chain of command wherein nothing happens until the boss tells somebody to do something. General objectives and values are set forward and information is shared so widely that people know quickly whether or not the job is getting done-and who's doing it well or poorly.

Deetz (2001), suggested two ways of seeing and defining organizational communications, of which the most common approach, focuses on organizational communication as a "phenomenon that exists in organizations". In this view, the organization is a container in which communication occurs.

A second approach sees organizational communication as "a way to describe and explain organizations". Here, communication is the central process through which employees share information, create relationships, make meaning and "construct" organizational culture and values. This process is a combination of people, messages, meaning, practices and purpose (Shockley-Zalabak, 1995), and it is the foundation of modern organizations (D'Arix, 1996).

Berger (2008) outlined the subject of employee/organizational communication, describing its importance and basic internal communication processes, networks and channels in the organization hence improves the relationship between the employee and the employer. The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a *communication problem (Lukazewski, 2006).*Some articles have reviewed research-based knowledge regarding employee/organizational communications, a complex process that is vital to organizational success in a dynamic global marketplace. The importance of effective communication between the employer and the employee; internal communication has resulted to benefits to the organization from the roots of a closeness established (Berger, 2008).

It is an important indicator of closely knitted organization considering changing perceptions and practices of communication between the employer and employee; internal communication or organizational communication. It refer to communications and interactions among employees or members of an organization and the organization, also referring to *internal relations* (Cutlip*et al,* 2006) and *internal public relations* (Kennan and Hazleton, 2006; Kreps, 1989). The concept of organizational communication has come a long way through various descriptions, names, and operations. Organizational communication also described as internal communication projects the intense communication between the employer and the employee hence the organization and the employee.

The field traces its lineage through businessinformation, business communication, and early mass communication studies published in the 1930s through the 1950s. Until then, organizational communication as a discipline consisted of a few professors within speech departments who had a particular interest in speaking and writing in business settings. The current field is well established with its own theories and empirical concerns distinct from other fields. Several seminal publications stand out as works broadening the scope and recognizing the importance of communication in the organizing process, and in using the term "organizational communication".

Laureate and Simon wrote in 1947 about "organization communications systems", saying communication is "absolutely essential to organizations". W. Charles Redding played a prominent role in the establishment of organizational communication as a discipline. In the 1950s, organizational communication focused largely on the role of communication in improving organizational life and organizational output. In the 1980s, the field turned away from a business-oriented approach to communication and became concerned more with the constitutive role of communication in organizing.

In the 1990s, critical theory influence on the field was felt as organizational communication scholars focused more on communication's possibilities to oppress and liberate organizational members. Social theorist James Coleman (1974, 1990) traced the rise of large organizations and claimed they have changed communications practices and personal relationships through two powerful interactions: big organizations communicating with other big organizations and with individuals. Large organizations were relatively new in the early 20th century, apart from government and the military, so theories developed to explain how organizations worked and tried to achieve their goals. Outlined are five theoretical approaches that evolved in the last century–the classical, human relations, human resources, systems and cultural approaches. *Organizational approaches tend to give the background study of any form of communication adopted by organizations; they include the classical approach, Human Relations Approaches, Human Resources Approaches, Systems Approaches, and Cultural Approaches. The Classical approach s*ometimes referred to as the machine metaphor because of how employees were viewed as interchangeable parts, this approach is grounded in scientific management theories of work and workers in the early 20th century. Frederick Taylor (1911) was the best known proponent of this approach. He studied factory production lines and concluded that work processes could be improved by applying scientific principles to jobs and workers. These included such things as designing each task to improve performance, hiring workers who possessed characteristics that matched each job and training workers and rewarding them for productivity achievements.

Henri Fayol (1949) believed that operational efficiency could be improved through better managerial practices. He prescribed five elements of managing (planning, organizing, command, coordination and control) and 14 principles of administration. Fayol also introduced the "Scalar Chain," which represents organizational hierarchy, and said that communication needed to follow this chain to reduce misunderstanding. During times of emergency, however, he indicated that employees might communicate with each other across the organization. This first notion of horizontal communications came to be called "Fayol's bridge".

The German sociologist Max Weber (1947) developed a theory of bureaucracy as a way to formally establish authority and structure operations and communications. Some key components of this approach included: a distinct chain of command with centralized decision-making; clear delineation of tasks and responsibilities; and writing everything down to avoid misunderstandings. It has the communication feature described as two key communication goals were to prevent misunderstandings, which might impair productivity or quality, and to convey decisions and directives of top management. The formal structure of organizations drove top-down communication, primarily through print channels. The content of most communications was task or rule oriented. The social side of communication was largely ignored, and employees relied heavily on the grapevine for such information.

The Human Relation approach takes its lead from the 1930s, when the focus shifted from work tasks to employees and their needs, and the Hawthorne Studies spurred this movement. Carried out at the Western Electric Company in Chicago, the studies revealed the importance of groups and human relationships in work. Elton Mayo (1933) and his Harvard colleagues discovered that employees who worked in friendly teams, with supportive supervisors, tended to outperform employees who worked in less favorable conditions.

Chester Barnard (1938), highlighted the functions of organizational executives and their role in communication. He emphasized the importance of formal and informal communications to the organization's success and argued that cooperation among workers and supervisors was crucial to improving productivity. Though writing later, McGregor (1960) perhaps best articulated principles of the human relations organization through his "Theory X" and "Theory Y" presentation.

These approaches focused on opposing assumptions that managers may hold for workers, and the corresponding behaviors of managers. Simply put, Theory X managers believe workers lack motivation, resist change and are indifferent to organizational goals. Thus, managers must provide strong, forceful leadership to direct and control employees. Theory Y managers believe employees are highly motivated, creative and driven to satisfy their needs for achievement. The role of managers, then, is to elicit those tendencies through employee participation in decision making, managing by objectives and problem solving in work teams. Relating to communication shows the communication feature of including more F-T-F communication and acknowledged the importance of internal communications. Downward communication still dominated, but feedback was gathered to gauge employee satisfaction. Some social information was added to the task-oriented content of communication, and managerial communications were less formal.

The human resources approach (Miles, 1965) was widely adopted by organizations in the 1960s. This participative, team approach to management-employee relations recognized that employees can contribute both physical and mental labor. Blake and Mouton (1964) developed a Managerial Grid to help train managers in leadership styles that would stimulate employees' cognitive contributions, satisfy needs and help the organization succeed.

The preferred team-management style–high on concern for both people and production–became the basis for management development practices in a number of companies. Quality control circles, decentralized organizations, total quality management and employee participation groups are manifestations of this approach. Focusing more on organizational structure, Likert (1961, 1967) theorized four organizational forms and labeled them System I through System IV. Likert believed that a System IV organization, characterized by multi-directional communication and a participatory style and structure, would spur productivity gains and reduce absenteeism and turnover.

Other theorists argued that the best leadership style would vary from one event to another, depending on contingencies in the environment. Fiedler (1967) said that leaders should first define a contingency and then determine the most appropriate leadership behaviors to deal with it. Contingency theory recognizes that organizations and environments are constantly changing, and there is a need to monitor environments and carefully analyze information before making decisions. This approach shows a communication feature where communication became multidirectional and more relational. Feedback was sought to enhance problem solving and stimulate idea sharing. Innovation content was added to social and task information in communications.

Concepts of employee trust and commitment emerged as important issues, and organizations began to share communication decision-making among employees. In the 1970s some theorists adopted a systems perspective, viewing organizations as complex organisms competing to survive and thrive in challenging environments. In general systems theory, any system is a group of parts that are arranged in complex ways and which interact with each other through processes to achieve goals. The functioning of any of these units or subsystems relies on others in the organization; they are interdependent.

Systems and subsystems have boundaries that are selectively opened or closed to their environments, allowing the flow of information and other resources. *Open systems* use information exchange (input-throughput-output) to grow and thrive; *closed systems* don't allow much information to move in or out. To survive and adapt, all social systems require some degree of permeability (Stacks *et al*, 1991, they suggested that communication is a "system binder" that links the system to its environment and its various subsystems to each other. Individuals who exchange information with other systems or groups (customers, government personnel, suppliers) are *boundary spanners*.

Weick (1979) used systems theory to explain organizational behavior and the process of sense making. He argued that communication is the core process of organizing through information produced by processes or patterns of behavior, systems can increase their knowledge and reduce uncertainty about the complex environments in which they operate. For this approach, communication is vital for exchanging information in and among subsystems through multidirectional channels which are used in internal communications. Feedback processes help systems adjust, change and maintain control. Collective decision-making processes and shared responsibilities for communication are more prevalent.

Cultural approaches emerged in the 1970s in the context of increasing competition from Japan and other nations in the global marketplace. Culture refers to an organization's distinct identity–the shared beliefs, values, behaviors and artifacts that an organization holds, which determine how it functions and adapts to its environment (Schein, 1985). As the performance of American corporations declined, management scholars looked for other explanations of the behaviors and practices in the troubled companies. The cultural approach was attractive because of its dynamic nature and the kind of depth insights it can provide (Schein, 1996). Miller (1995) distinguished between *prescriptive* and *descriptive* approaches to examining organizational cultures.

A prescriptive approach views culture as "something an organization *has*" and prescribes interventions to create or manage a "winning" or strong culture. However, scholars often adopt a descriptive approach, which considers culture "something an organization *is*" This approach rejects the notion of a one-size-fits-all cultural formula for success and focuses on how communications and interactions lead to shared meaning. Descriptive approaches also call attention to other important aspects of organizational culture, power relationships and gender and diversity issues. The cultural approach valorizes communication, seeing it as a culturally-based process of sharing information, creating relationships and shaping the organization.

Communication and culture share a reciprocal relationship. Communications help create and influence culture through formal and informal channels, stories, shared experiences and social activities. Culture influences communications because employees interact though shared interpretive frameworks of culture, distinctive company vocabulary, valued media channels and established protocols and practices.

These five approaches demonstrate how organizational communication changed as organizations grew and evolved. Today, elements of all five approaches live on in organizations–work rules, hierarchies, policies, training programs, work teams, job descriptions, socialization rituals, human resource departments, job descriptions, customer focus and so forth. Corresponding communication practices also are present today in

formal, top-down communications, bottom-up suggestion programs, horizontal communications among team members, myriad print and electronic communications and new dialogue-creating social media that are changing communication structures and practices.

There are various and new perspectives in the description of the organization in relation to communication. Some use metaphors to depict organizations (Morgan, 1986) and internal communication (Putnam and Boys, 2006). Others focus on power, gender or hegemony issues in modern organizations (Mumby, 1993, 2001). Still others theorize companies as *learning organizations*, arguing that the only sustainable source of advantage for any organization is its ability to learn, acquire knowledge and change faster than others (Senge, 1990; Senge*et al*., 1994).

As their roles has evolved from 'conveyors of information' to strategic business partners, communication professionals are being asked to better connect employees to the business, equip leaders with the skills and tools to effectively communicate, ensure that the right messages are 'breaking through the clutter,' and show measurable results–all daunting challenges (*Gay et al, 2005).*

The field of organizational communication has moved from acceptance of mechanistic models; information moving from a sender to a receiver to a study of the persistent, hegemonic and taken-for-granted ways in which we not only use communication to accomplish certain tasks within organizational settings (public speaking) but also how the organizations in which employees participate affect them. Thereby showing the stages and usage of communication in the organization, they include postmodern, critical, participatory, feminist, power/political, and organic. These also adds to disciplines as wide-ranging as sociology, philosophy, theology, psychology, business, business administration, institutional management, medicine (health communication), neurology (neural nets), semiotics, anthropology, international relations, and music (*Gay et al, 2005). Nevertheless, these stages and usage of communication in organization are based on certain assumptions.*

Another facet of communication in the organization is the process of face-to-face or interpersonal communication, between individuals. Such communication may take several forms. Dobson (2003) suggested that this form of communication has a high tendency of closing up the space between the manager and his/her subordinate. Messages may be verbal (that is, expressed in words), or they may not involve words at all but consist of gestures, facial expressions, and certain postures ("body language"). Nonverbal messages may even stem from silence. Managers do not need answers to operate a successful business; they need questions. Answers can come from anyone, anytime, anywhere in the world thanks to the benefits of all the electronic communication tools at our disposal. This has turned the real job of management into determining what it is the business needs to know, along with the "who, what, where, when and how of learning it". To effectively solve problems, seize opportunities, and achieve objectives, questions need to be asked by managers - these are the people responsible for the operation of the enterprise as a whole. This desire to communicate may arise from his thoughts or feelings or it may have been triggered by something in the environment. Communication may also be influenced by the relationship between the sender and the receiver, such as status differences, a staff-line relationship, or a learner-teacher relationship.

In recent times, the informal communication through the nonverbal component of any information has been rated highest rating in the components of a message (Drafke and Kossen, 1998). In reality the words themselves are not nearly as important as the tone with which they are spoken and the nonverbal cues that accompany them, to focus only on the words increases the chance of miscommunication.

*Again, C*ommunication as an organizational function, projects an interactive approach to managing people and their relationship; especially the relationship between the employer and the employee (Hunsaker and Alessandra 2003). Organizational communication which is internal occurs on multiple levels. *Interpersonal*or face-to-face (F-T-F) *communication* between individuals is a primary form of communication, and for years organizations have sought to develop the speaking, writing and presentation skills of leaders, managers and supervisors. *Group-level communications* occur in teams, units and employee resource or interest groups (ERGs). The focus on this level is information sharing, issue discussion, task coordination, problem solving and consensus building.

Organizational-level communications focus on such matters as vision and mission, policies, new initiatives and organizational knowledge and performance. These formal communications often follow a cascade approach where leaders at hierarchical levels communicate with their respective employees, though social media are changing communications at this level. Drafke and Kossen (2003), supports hierarchical communication approaches there are basically two ways in communicating in the organization; the Informal and Formal communication. Informal communication, generally associated with interpersonal, horizontal communication, was primarily seen as a potential hindrance to effective organizational performance.

Top-down approach is also known as downward communication. This approach is used by the Top Level Management to communicate to the lower levels. This is used to implement policies, guidelines, etc. In this type of organizational communication, distortion of the actual information occurs. This could be made effective by feedbacks. The *network* represents how communication flows in an organization, which can be formal and informal.

In a *formal communication network*, messages travel through official pathways (newsletters, memos, policy statements) that reflect the organization's hierarchy. *Informal communications* move along unofficial paths (the grapevine, which is now electronic, fast and multidirectional) and include rumors, opinions, aspirations and expressions of emotions. Informal communications are often interpersonal and horizontal, and employees believe they are more authentic than formal communications. Employees and members use both networks to understand and interpret their organizations (Burton, 2008). According to Drafke and Kossen (2003) channels usages are dependent on the nature of the communication, as the message channel is essentially the conduit that will carry the message from the sender to the receiver. Considering messages that are sensitive to be transmitted through F-T-F while messages which are urgent are better communicated through the phone and the message is brief, it is best written. *Face-to-face channels* include speeches, team meetings, focus groups, brown bag lunches, social events and gatherings and management by wandering around.

According to Harris and Nelson (2008), the most used channel is listening, which consumes about half of our communication time. Effective listening is crucial to learning, understanding, conflict resolution and productive team work. It helps leaders at all levels improve employee morale, retain employees and uncover and resolve problems. The interactive communication approach operates with some skills which involve the various forms of communication that can compound employees' frustrations which can result in an increasing distance, mistrust, and resentment on both sides. These forms include The Art of questioning, The Power of Listening, Projecting the Appropriate Image, Communicating through Voice Tones, Using Body Language Effectively, Spatial Arrangement Says Things and Making Sure with Feedback (Drafke and Kossen, 2003).

More to the influence of an organization's productivity through its communication form is the way they use time, space, and things "says" things to other people. When people are kept waiting or the employer does not have enough time to spend with the employee(s), negative feelings are created. When the employer intrudes too closely on the employee(s)' personal space or territory, it results to the feeling of being uncomfortable and uneasy. Space violation of this nature can block the trust-building and communication processes without the employer knowing why. The influence of groups in communicating and interpreting information has also received some level study by scholars, especially where sitting arrangements balances the purposes of communication. Hunsaker and Alessandra (2005), has included the following arrangements and their implications as corner-to-corner, side-to-side, competitive, co-action and Special seating positions. These he has interpreted as meaning, casual discussion, cooperative task interactions, competitive situations, independent working situations and dominance of a leader respectively.

Feedback is necessary to verify that the employer what others are communicating. More subtly, feedback is a way of showing sensitivity to the nonverbal messages that the employees are communicating to the employer. Hunsaker and Alessandra (2005) have identified types of feedback to include verbal feedback, nonverbal feedback, fact feedback and feeling feedback. Each serves a specific purpose in the communications process. The feedbacks that enable us accomplish a number of favourable objectives by using verbal feedback to ask for clarification of the employee's message, using verbal feedback to give positive and/or negative strokes to the employees and using verbal feedback to determine how the employer should structure a presentation to the employees explains the verbal feedback type.

Again through the use of bodies, eyes, faces, postures, and senses, people communicate a variety of positive or negative attitudes, feelings, and opinions. These are the forms of nonverbal feedback that people communicate to each other. The sensitive, perceptive communicators utilize nonverbal feedback from the other person to structure the content and direction of a message. The subsequent outcome is a positive continuance of their interaction and increased trust and credibility in their relationship.

Generally the essential ingredients in the organizational communication recipe are the information, information sender (transmitter), the information carrier (medium), and the receiver. If any of these ingredients is defective in any way, clarity of meaning and understanding will be lacking and in turn affect the existing relationship; the space-measure. A long time ago, an organization theorist Mason Haire said, "What gets measured gets done." He argued that the simple act of putting a measure on something is tantamount to getting it done. It focuses management attention on that area. It becomes there is an interdependent function between the organizational communication and the relationship that exist between the organization and their employees as employees depend on a well structured and efficient communication to work effectively and show a strong and close dependence for information and committed to the organization.

2. Organizational Commitment

Buchanan (1974) argued that most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer). Meyer and Allen (1991) and Dunham et al (1994) identified three types of commitment; affective commitment, continuance commitment, and normative commitment.

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goal (Mowday et al, 1997, Meyer and Allen, 1993). Porter et al (1974) further characterize affective commitment by three factors namely "belief in and acceptance of the organization's goals and values, a willingness to focus effort on helping the organization achieve its goals, and a desire to maintain organizational". Mowday et al (1979) further state that affective commitment–is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal". Meyer and Allen (1997) continue to say that employees retain membership out of choice and this is their commitment to the organization.

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "non-transferable" investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Reichers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 1985). Meyer and Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

Normative commitment (Bolon, 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. In 1982, Weiner discusses normative as being a "generalized value of loyalty and duty". Meyer and Allen (1991) supported this type of commitment prior to Bolon's definition, with their definition of normative commitment being "a feeling of obligation". It is argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to ones commitment to their place of employment they often feel like they have a moral obligation to the organization (Weiner, 1982). Meyer et al (1993) say that the three type of commitment are psychological state "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization". Meyer et al (1993) continue to say that generally the research shows that those employee's with strong affective commitment will remain because they want to, those with a strong continuance commitment remain because they have to, and those with normative commitment remain because they felt that they have to; but a committed employee as being one who "stays with an organization, attends work regularly, puts in a full day and more protects corporate assets, and believes in the organizational goals". This employee positively contributes to the organization because of its commitment to the organization.

3.Organizational Communication and Organizational Commitment

Curiously absent in many scholarly research articles are effect of organizational communication on the relationship between the organization and its employees as in subordinates, peers or workers; although professional communicators or public relations specialists have continually stressed the effect on individual attributes to the organization (Kennan and Hazleton, 2006). Much of scholars suggest that organizational or internal communication has long been a struggle between the needs and desires of managers and those of employees which does not rest in the hands of few or professionals but the organization and their employees.

This view is changing, as is the role of communicators and practitioners today are moving from historical roles as information producers and distributors, to advocacy and advisory roles in strategic decision making, relationship building and programs which foster trust, participation, empowerment and commitment. They help their organizations create a strong foundation for success in a dynamic world–*a culture for communication* that is conducive to open, transparent, authentic two-way communications and conversations process.

Organizational communication continues to evolve in a dynamic world characterized by an explosion of new technologies, intense global competition and rapid change. Today, many would agree with Harris and Nelson's (2008) assertion that organizational communication which is also referred to as internal communication is an essential aspect of organizational change–it is "the key variable in almost all change efforts, diversity initiatives and motivation". Some even argue that internal communication is the most "fundamental driver of business performance" (Gay, Mahoney and Graves, 2005).

A growing body of evidence demonstrates that effective organization communications help increase employee job satisfaction, morale, productivity, commitment, trust and learning; improve communication climate and relationships with publics; and enhance quality, revenues and earnings (Harvard Business Review, 2010). Such benefits include; Employees who are disloyal to their organizations, or lack commitment to helping organizations achieve their goals, may cost business some financial costs per year in quality defects, rework and repair costs, absenteeism and reduced productivity(Center and Broom, 2006).

Communication is one of the most dominant and important activities in organizations (Harris and Nelson, 2008). Communication helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making, problem-solving and change-management processes. Organizational communication also provides employees with important information about their jobs, organization, environment and each other (Jones *et al*, 2004).

Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments. Communication is the basis for individuals and groups to make sense of their organization, what it is and what it means. The effectiveness of this function in any organization has its tilt to the employee oriented focus and with its complexity so does it affect the relationship between the employer and the employee (Hunsaker and Alessandra 2003).

Employees' satisfaction with communication in their organizations is linked to organizational commitment, productivity, job performance and satisfaction and other significant outcomes (Gray and Laidlaw, 2004).

Organizations with engaged and committed employees are more productive than those organizations where employees weren't engaged. In addition, employee retention rates are higher in organizations with engaged and committed employees. Positive communication climate and effective employee communication strengthen employees' identification with their organizations, which contributes to an organization's financial performance and sustained success (Smidts*et al*, 2001). The creation of a more compelling place to work for employees led to a significant increase in employee attitude scores, customer satisfaction scores and revenues.

Effective communication facilitates engagement and builds trust, which is a critical ingredient in strong, viable organizations (Grates, 2008). Engaged employees enhance business performance because they influence customer behavior, which directly affects revenue growth and profitability (Towers Perrin, 2003) and attract the expected employees' commitment. The operations and benefits of organizational communication in enhancing the relationship between the organization and the employees is what this study wishes to measure through the nature of commitment exhibited by the employees through the affirmation of these hypotheses presented as;

Ho_1:   There is no significant relationship between Organizational Communication and Normative Commitment in Nigerian Chemicals/Pharmaceuticals firms.

Ho2:   There is no significant relationship between Organizational Communication and Continuance Commitment in Nigerian Chemicals/Pharmaceuticals firms.

Ho_3:   There is no significant relationship between Organizational Communication and Affective Commitment in Nigerian Chemicals/Pharmaceuticals firms.

III.   METHOLODOLGY

For the purpose of this study, the cross-sectional survey design and descriptive approach was adopted to determine the relationship between Workplace Relationship Climate and organisational commitment.

The population of this study is comprised of all chemical/pharmaceutical firms operating in the Imo State. There are three of such firms existing and fully operational in the State. As earlier stated, our level of analysis is micro therefore; the population is made up of all the employees in the organizations. The population for this study therefore is 243 permanent staff employees of the organizations. A sample size of 148 has been determined from the population of 243 employees of the chemicals and pharmaceuticals sectoral group in Imo State using the Krejcie and Morgan (1970) table of sample selection model and confirmed using Taro Yemen formula at a significance level of 95 percent. The data for this study was collected through primary and secondary sources. The primary data was collected through a structured self administered questionnaire. It was sectioned to get the demographic data, dimensional data, and measurable data. Secondary data was obtained from journals, reports and documents that were assessed from the firms. The questionnaire adopted a five point Likert-type scale instrument design where respondents were asked how strongly they agree or disagree with a statement(s). That is; SDA= strongly disagree, D=disagree, U=undecided, A=agree, and SA=strongly agree. The variable of Organizational communication variable was measured using adjusted version SCRIBD 2003 with 17 items. The criterion variable which is organizational commitment was measured using Allen and

Meyer's (1990) Organizational Commitment Questionnaire (OCQ) with 6 items respectively. It measured the forms of organizational commitment which includes the normative, continuance and affective commitments.
The variable of Organizational communication variable was measured using adjusted version SCRIBD 2003 with 17 items. The criterion variable which is organizational commitment was measured using Allen and Meyer's (1990) Organizational Commitment Questionnaire (OCQ) with 6 items respectively. It measured the forms of organizational commitment which includes the normative, continuance and affective commitments. The Cronbach alpha co-efficient which is a measure of reliability was used to give an assessment of the degree to which responses to a questionnaire are consistent with the value of 0.75 of an acceptable value. A research instrument is said to valid when it measures what it intended to measure (Baridam, 2001). The research instrument was subjected to content and construct validity.

The data collected from the primary sources were compiled, edited, coded into a coding sheet and analyzed using a Statistical Package for Social Scientist (SPSS). Descriptive statistics in the form of tables, percentages, graphs and charts were used to describe the demographic information, further the inferential statistics was carried out using the Spearman Rank Order Correlation coefficient and regression analysis which helped to investigate the relationship between work nature, organizational communication and normative, continuance and affective forms of commitments.

IV. DATA ANALYSIS
Table 1: Show Statistics on seventeen Items in the Survey Instrument for Organizational Communication

		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 responses in the table 1 above are quite assertive of the degree of effective communicational practices in the manufacturing organizations investigated. The first question item which obtained data on whether they speak in a way that is easily understood has a very high mean score of 4.22 which affirms that there is a very clear speaking medium that conveys meaning effectively. In the case of the 2nd item which is using eye contact to reach out, these is obvious low response rate on the side of respondents who do not see it a major practice thus has a low mean score of 2.84. Consequently, the 3rd item which bother on asking about employee background, there is a moderately high positive, this with a mean score of 3.78.

Respondents also believe considerably that there is the attitude of active listening to people in the manufacturing organizations investigated. The mean score of 3.22 for the 4th item show that the employees believed that active listening in practiced. The 5th and 6th question items with mean scores of 3.98 each also indicate a high position. The respondents here believe that they obtain relevant answers to questions raised and at same time are very attentive to have a clear understanding such answers. This attitude is also believed to have been the reason why time is taken to address people at all times. The response outcome to 7th question item affirmed this with a high mean score of 3.75. In a similar manner, the respondents show a midway consideration for the 8th question item. The moderately believe that people subtly get details about their condition thus a mean score of 3.00. This was also the case on the 9th question item with a mean score of 3.25. This implies that they considerably ask about their concern, respondents seem not to be willing to spend much time with themselves. This was suggested by their response to 10th question item which has a low mean score of 2.97.

Furthermore, the respondents have high feeling for encouragement, discussion and possible disagreement amongst people. The responses here to the 11th question item is convincing with a high mean score of 3.60. In the case of the 12th and 13th question item, the respondents responses here are obviously affirming that new ideas are entertained from members with enthusiasm and variety of approaches are deployed in the organization for decision making. They have high mean scores of 4.34 and 4.18 respectively.

The 14th question item which sough data on whether they personally avoid getting personally involved with people also had a high mean score of 3.65. This simply affirms that personal conflicting issues are avoided by the respondents' position on the item. Perhaps to close up on communicational gaps, contacts are made at all levels of the organization. The responses to 15th question item are quite assertive of the practice, with a high mean score of 3.90. For the 16th question item, the response outcome of a mean value of 3.67 shows that there is flexibility, experimentation and tolerance when people do not necessarily do things as expected.

Finally, there is instance on documentation of information flow among workers especially from subordinates. Respondents attested to this from the results on the 17th question item with a high mean score of 4.15. The response distribution here from the analysed results shows the rate of effective communicational practices in the studied organizations.

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**

Table 2 shows data on normative commitment and the results reflects the fact that employees are willing to express loyalty to the organization because the feel they have to do so. Respondents to the first question item though not too assertive from the mean score of 2.16 with their organization. The respondents also agree that even if learning was to their advantage, they would not consider it right to leave thus the high mean score of 3.25 to the second question item on normative commitment. In the case of the 3rd question item, the mean outcome of 3.05 was equally high which affirm that employees will feel guilty if they leave the organization and this has amplified the result of the 4th question item with a high a mean score of 3.94 which asserts their loyalty as being deserved by the organization.

Respondents have also shown that owned to their level of obligation to the company they would not be willing to leave thus the high mean score of 3.83 to the 5th question item. For the 6th question item, a high mean score of 3.73 was also obtained. This means that respondents showed the feeling of owing so much to their organization. The response distribution here descriptively emphasized normative commitment amongst the employees in the manufacturing sector examined.

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**

From the responses, employees would find it very hand to leave the organization even if they desire it thus the high mean score of 3.66 to the first question item. They also think strongly that much of their lives would be disrupted if they choose to leave. The respondents high mean outcome of 3.24 to the second question item shows this. Similarly, they consider their stay with the organization as a matter of necessity therefore would not be willing to leave thus the mean score of 3.21 to the 3rd question item on continuance commitment.

Respondents' opinion on the 4th, 5th and 8th question items showed midway position with mean scores of 2.60, 2.76 and 2.69 respectively. Accordingly, they believed that though there might be many other options out there but they would not consider leaving their organizations and they family believe that alternating are not necessarily scanty but they are obligated and are willing to stay sacrificially.

d) Affective commitment

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**

Affective commitment which was examined based on the question items showed convincing descriptive outcomes. Respondents to the first question item showed that they will be very happy to spend the

rest of their lives with their organization thus it had a high means score of 3.66. It suggests that they are emotional attached to performing their roles in the organization. The second question item equally showed a high mean score of 3.48 which suggest that members take the organizational problem like their own problem, the feeling that they are part and parcel of the organization is strong so they have largely responded in the affirmative to the 3rd question item thus the mean score of 2.35. The response on non-emotional attachment of employees to the organization attracted a low mean score of 2.40 which simply infers that their commitment is emotional. The 5th question item with a high mean score of 3.50 implies that the respondents do feel a great deal of meaning from belonging to their organization. This feeling is emphasized by the low level mean score of 2.6 to the 6th question item which implies that there is a great sense of belonging. This response distribution is an affirmation of the degree of emotional attachment to the organization which aptly describes their affective commitment to work goals.

Hypotheses Testing

Correlation Outcome on the Relationship between Organizational Communication and Organizational Commitment measured by Normative, and Affective Commitment is presented below;

Table 4.1: correlation outcomes between organizational communication and forms of commitments.

	Ho_4	Ho_5	Ho_6
	OC (NOC)	**OC (COC)**	OC (AFC)
N	**126**	**126**	**126**
Sig (2-tailed)	**.000**	**.000**	**.000**
Rho	**.628****	.677**	.633**

* Correlation is significant @ 0.01 (2 tailed)

Our correlation results as shown in the table strongly emphasis organizational communication as a primary factor in the relational climate at work that attracts commitment. The association between organization and normative commitment is positively strong and significant (r = .628) P<0.05.

Similarly, organizational communication strongly and positively relates with continuance and affective commitments and they were both significant thus r = .628 and 6.33 P <0.05 respectively. Inferentially, the stated null hypothesis – Ho_4, Ho_5 and Ho_6 are rejected therefore noted that organizational communication as a dimension of the relationship climate significantly relates with employee commitment in terms of normative, continuance and affect commitment.

Organizational Communication and Organizational commitment measured by NOC, COC and AFC.
Ho_1:   There is a strong and significant relationship between Organizational Communication and Normative commitment in Nigerian Chemicals/Pharmaceuticals Firms.

The statistical outcome on the nature of the relationship between organizational commitment and normative commitment is quite emphatic. The results here suggest a sense of obligation resulting from clearly communicated vision and goals to all work members. The work force shows good awareness of all they expected to do in order to attain the desired goals of the organization therefore they equally owe it as an obligation to meet all such goals.
Ho_2:   There is a strong positive and significant relationship between Organizational Communication and Continuance Commitment in Nigerian Chemicals/Pharmaceuticals Firms.

The study outcome from the results here shows a common interaction between effective communicational practices and employees' willingness to show commitment. In this circumstance, employees considers the cost of perhaps changing to a new workplace with less effective communication culture which in turn results to not property coordinated work tasks and unrealized goals. The cost factor infers their ability to take decision and remain committed to assigned work tasks that are effectively communicated.
Ho_3:   There is a strong positive and significant relationship between Organizational Communication and Affective Commitment in Nigerian Chemicals/Pharmaceuticals Firms.

The statistical outcome here shows that effective organizational communication is central to attracting emotional commitment from employees. From the results, employees in the manufacturing sector would show

emotional consideration to remain in their work organization when they critical view it in the light of the extent to which communication is effectively done. They interact across all levels of work and creating interactional linkages that permits a common understanding of plans goals and objective.

Discussion of Findings

The detailof the analysis above has provided the platform for discussion of findings. Basically, the discussion follows the results of analysing the dimensions with the measures from salient insights were deduced and presented here.

Organizational Communication Relates With Organizational Commitment

Organizational communication in today's organization has not only become for more complex and varied but has become an important factor for overall organizational functional and success. It goes beyond the conventional conceptualization of sending and receiving messages within and amongst organizational members has been seen to be the pedestal for several behavioural outcomes and attendant performance. Its importance and dominance in organizational activities is noted in the works Harris and Nelson (2008).

The results of the study have helped to reinforce the thinking on the importance of organizational communication as a major factor that sharpen employee cognition and attitude towards showing commitment to organizational tasks and goals. The outcomes generally substantiate Jones (2006) position on organizational communication and employee motivation. The author had argued that through effective communication, managers inspire, encourage and impel employees to undertake their responsibilities. To undertake any action they must be effectively reached with clear meaning on what is expected of them and how to undertake it.

Allen (2004) had also noted that poor communicational practices amongst work members create cognitive depression that gets employees frustrated thereby reducing the commitment tendencies to the organization. From our study, the statistical outcomes emphasized the relationship of organization communication with the different forms of commitment. Hartington (2006), Jones (2006) Jones and George (2008) have also noted that commitment to organizational goals is a desired capability for firms to be efficient and achieve long term goals. Our study findings show that the Nigeria manufacturing is akin to effective communication culture that clearly states the goals aimed and create a clear path towards goal. All strategic actions and operations that are aimed at goal are well expressed to employees.

It was found that to ensure effectiveness, deep understanding and consistency with organizational vision, action oriented maps, that are clearly designed and printed manual and notices are made available for all employee responsibilities. These practices that represents communicational culture of the manufacturing sector has made it possible for employee to show substantial feeling of being obligated and emotionally attached to work goals. It also accounts for why they consider existing their firms as a more serious action since the cost for alternative shift is considered not worth it.

Vladmir (2005) work on communicational skills as a strategic resource for competitiveness stated the obvious that effective communication skills are required to engage employees in decision making responsibilities in the organization. In this instance, they willingly offer their creative ideas that help position the organization with its environment. Vladmir (2005) believed that the long-term outcome is a committed workforce that considers itself under obligation to serve and optimizing his capacity to contribute to organizational wellbeing. We have found in this study that the chemicals/pharmaceuticals firm encourages open discussion and engagement among work members and this perhaps reinforces the practice of allowing them substantially in decision making. This permits a sustained ability to commonly relate and move on as one common organization. From this finding, what commonly comes to mind is a cohesive workforce with democratic ideals resulting from the communication culture that stimulates work members towards achieving the goals of the organization. Our results strongly present the fact that one of the primary concern of managers in ensuring effective communicational practices is, apart from ensuring that organizational vision is clearly communicated to all work members, they equally rely on it for proper management of cross-functional teams thereby forestalling sub optimization across teams.

Communication from the study findings is the basis for coherence both at the cross-functional and hierarchical levels within the industry. As we have noted in this study, a high sense of communication considered effective and helping employees to understand that all the time the direction of the organization is

expected to engender some form of emotional attachment. This will help them in expressing a same of belonging while at same time achieving their individual goals. It attracts defined and assertive level of obligation to work hard and achieving the goals which from the on-set are well explained to members either as individual employee or as a team. Eisenberger(2000) approach commitment from a social exchange perspective and noted that communication is given in exchange for commitment by organizational manager and our study reinforced these contributions through outcome of statistically significant relationships.

V. CONCLUSIONS AND RECOMMENDATIONS

This study has no doubt evolved some fresh perspective for the theoretical discourse on organizational communication and commitment especially in the area of manager-subordinate relationship. Further it has broadened the horizon on the understanding of the complex thesis that pervaded the commitment theories. The study importantly had helped in reinforcing the process of theory building in relation to behavioural dynamics that are akin to creating a workplace relationship climate that represent a platform for attracting commitment. The results of the study has lend support to the thinking that an effective organizational is antecedent to organizational commitment (Peters, 1986).

While most of the existing works on communication have seemingly ascribed a macro status to the phenomenon this study as anchored it as a micro activity at the individual relationship between the manager and subordinates especially in the behavioural expectations that they have of one another at work. Carayan (2006) had argued that such individual level examination is necessary in order to establish behavioural patterns that are likely to influence employee work behaviour. All the same, the non-significant perspective is not unconnected with Narayan (2005) position that, clear communication of organization goals, clear job description and provision of needed resources in terms of work skills, reduces managerial supervision.

It gives support to previous study outcomes that organizational communication have resultant effect in employee behaviour that aggregates to increased level of affective and normative commitment and perhaps reduced continuance level.

Our final point of best is the theoretical and practical implication of our study. In order to conduct this study we have raised questions. These questions resulting from the objectives of the study were fundamental guide for drawing up the instrument which we used in generating data. From the analyzed data, some of the clear-cut conclusions includes; as organizations strive to attract employee affecting normative commitment they ensure an effective communication culture that makes the organization and also enhancing quality cross-functional and level relationship through an organic work culture. In this way the cost of staying believed for employees will outweigh the cost of existing and the manager-subordinate relationship at work is imperative in evolving a relationship climate that stimulates and sustain worker commitment. This portends that a situation where manager-subordinate relationship is such that a distance exists to showcase what Meyer (1993) described as 'status egoism', it will result to a tensed workplace, non-supportive and communicational ineffective and this rob-off the desired psychological state of the employee that makes him show affection to work goals through the nature of the organizational communication.

From the findings of the study, we have made conclusions on the phenomena investigated. Based on this, we recommend as follows:

The need for managers to ensure an effective and efficient organizational communication which results to a friendly and organic work climate is underscored. A work relational climate that enable employees to commonly share ideas with third bosses and at same time allow cross interactional processes that will ensure a creative and innovative workforce. In all, it paves way for effective commitment to work responsibilities.

The communicational skills of work members are a strategic resource therefore an effective communication culture should be encouraged across all levels of work. A strategic approach towards achieving this is to provide specialized training programmes that will help employees to appreciate all the elements of effective communicational practices.

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