

Communication and Organizational Change: A study of Christopher University, Nigeria

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ABSTRACT

The link between communication and organizational change has triggered a lot of research interest. However, extant literature seems not to have established the element of communication that has the greatest effect on organizational change. This study examines the effect of communication on organizational change, with reference to Christopher University, Mowe, Ogun State. The study employed four elements of communication: upward communication, communication technique (bottom top), communication gap, and feedback, through the administration of structured questionnaire on 200 staff and students of Christopher University. Notwithstanding, only 22 responses were used for the study. Five hypothesis were formulated and ordinary least square estimation technique was employed in estimating the regression model with the aid of SPSS version 21.0.

The findings revealed that neither of the four elements which are upward communication and communication technique (bottom top), organizational change, communication gap as well as feedback has a significant effect on organization change. Furthermore, the F-Statistic 1.570 (P-value 0.270) showed that communication elements do not have combined significant effect on

organizational change. The adjusted R^2 of 0.275 indicated that communication elements accounts for 27% variation in organizational change.

The study therefore concluded that communication does not significantly enhances organizational change in Christopher University, Mowe, Ogun state. Therefore, upward communication, feedback, communication gap and communication technique (bottom top) are not major drivers of organizational change.

Keywords: Communication, Upward communication, Communication technique, Communication gap, Feedback & Organization change

INTRODUCTION

Over the past few decades' organizations have experienced significant change from global environment, work force, technological change as a results of challenging competitive environment and economic environment that is increasingly volatile, organizations have been forced to adapt to and, when possible, anticipate such change by reinventing themselves through organizational redesign, changing the organizational culture or using some other means (Hasting & Schwarz, 2022; Self, 2016). Change in organizations is complex, continuous, iterative, uncertain (Lozano, 2015), necessary and inevitable. The quality movement, continuous improvement, action learning organizations, advanced technology, competition, new consumer media, new distribution methodologies, etc., all alter the landscape of the familiar (Diana & Aslami, 2022).

Organizational change is concerned and involves a process by which an organization transforms its structure, tactics, techniques, strategies, operational methods, technologies, management or organizational culture to affect change within the organization environment as well as the effects of these changes having on the internal and external operations of the organization. Change has become synonymous with standard business practice and an organization needs to change in order to remain competitive (Olamilekan & Salam, 2022). Researchers have found that at least more than half of all the organizational change programs do not reach the results which they intended to produce (Diana & Aslami, 2022; Makumbe, 2016).

Similarly, in the business world, communication is necessary for conducting business in an efficient manner as the success or failure of any organization to a considerable extent depends on

the efficiency of its communication process (Tariq & Bashir, 2022; Adejoh & Hadiza, 2015). Good management recognizes the fact that it has to transmit skills and knowledge to those in the organization through its directing, controlling, organizing ability, decision making, and coordinating techniques (Spaho, 2013). The quality of communication skills possessed by the management of any institution determines the degree of accomplishment and change effected (Elving, 2014). Communication is a vital tool to be deployed by organization in transforming employee attitudes to accept organization change. This is considered important by managers in organization for successful organizational change. While there is the need to examine the factors that serves as threats and associated with change success. It is noticed that the importance of employees in the change process becomes more apparent. (Tariq & Bashir,2022; Lenberg, Tengberg & Feldt, 2016)

Communication is the heart of contemporary business and the achievement of predetermined goal of any business depends on the quality of relationships and their ability to convey information that helps both management and employees feel they can interact with each other and ultimately believe in each other, to create a business environment that is trustworthy (Nebo, Nwankwo & Okonkwo, 2015). A good communication process is the substance that reduces friction in keeping the organization running smoothly (Kelvin-Iloafu, 2016). Where there is active and assessable communication, employees are better able to ascribe meaning to their job and are not disconnected from it. This path leads to better performance that enhanced higher job satisfaction. Therefore, communication is an essential factor relating to better employee performance since effective communication will help in the effective implementation of organisational change policies (Elving, 2014).

Communication can be the key to a change process since it help workers get engaged in the change process as well make them aware of the vision, purpose, strategy and objectives related to the change (Hasanaj & Manxhari, 2017). In turn it assists organizations to convince employees that the status quo is no longer satisfactory and motivates them to support the new state. Thus, in order to implement change successfully and maximize the productivity of persons involved in the change process, communication should be viewed by organizations as a key lever (mover) during change. Hence, this study investigates the effect of communication on organizational change in Nigeria.

4st International Congress of Social Science, Innovation & Educational Technologies

The achievement of any organization is the function of how well information is communicated and managed within and outside the organization. Poor communication is perhaps the most common problem among businesses large and small while most employees, regardless of their position in the organization cite communication as an area in their workplace that needs improvement (Krishnan & Wesley, 2013). According to Chudi –Oji (2013), in spite of the commendable roles of effective communication in improving organizational performances, it is emotional pain that some units, departments, management including co-workers pay lip service to keep alive effective communication systems.

Recent studies about communication show that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction (Uka, (2014); Adejoh & Hadiza (2015); Nwata, Umoh & Amah (2016); Kelvin-Iloafu (2016)). In contrast communication failure may cause functionless results like stress, job dissatisfaction, low trust, decrease in organizational commitment, severance intention, and absence (Bastien, 1987; Malmelin, 2007) and this can affect organization's efficiency negatively (Zhang & Agarwal, 2009). However, studies on communication and organization change have been relatively studied more in the developed economies when compared to a developing country like Nigeria.

Also, constant delay in accessing information by staff seems to limit employees' performance, which could create maladministration in integrating organizational activities, especially when change is initiated (Nebo, Nwankwo & Okonkwo, 2015). The performance of employees in relation with their duties and responsibility seems to be doubtful or challenging due to their communication techniques in terms of performance in the organizations (Occasion, Loewenstein, & Nigam, 2015). Communication with employees should be an important and integrative part of the change efforts and strategies. Although the general conclusion about the importance of communication in organisational change is demonstrated and agreed on, specific communicative actions, approaches and effects are still left unexplained (Armenakis & Harris (2012). Hence, there is a need to investigate how effective communication influence employees attitude towards organizational change.

Furthermore, Husain (2013) posits that communication is important during intended organizational change and practitioners and studies indicated that organizational change and communication process are inextricably related processes (Krishnan & Wesley, 2013; Elving, 2014). Hence, communication is vital to the effective implementation of organisational change, while poorly managed change communication may results in rumors and resistance to change, exaggerating the negative aspects of the change (Smelzer & Zener, 2012). Communication during organizational change reduces resistance to change; hence, when resistance to change levels is low within an organization, the change-effort turns out to be more productive. The change plan is dependent of capacity of the organization to change the individual performance of each employee (Elving, 2014; Akarika, Ekanem & Ukpe, 2017). Since organizational change introduces variation of tasks given to individual employees, transmission of information to these employees on future change is an essential and integrative part of the change strategies.

Furthermore, recent studies on the relationship between communication and organizational change adopted the top-bottom approach (Smith, 2012; Ocasio, Loewenstein, & Nigam, 2015; Nebo, Nwankwo & Okonkwo, 2015 & Akarika, Ekanem & Ukpe, 2017). Similarly, communication has also been studied by organisational behaviourists (Bauer & Erdogan, 2012; Robbins & Judge, 2005) and human resources scholars (Ashkanasy, Wilderom & Peterson, 2011; Chalofsky, Rocco, & Morris, 2014; Armstrong & Taylor, 2014). Nevertheless, their approaches focus on communication process, types, channels, barriers and effectiveness in a somehow informational and operational basis, minimizing satisfaction over internal communication from employees' viewpoint. Thus, in addressing this research, this study therefore examines the relationship between communication and organization change using the dimensions of effective communications as suggested by (Nwata, Umoh and Amah (2016) Hence, this study will examine the relationship between communication and organizational change.

Research Questions

This study sought answers to this research questions:

- i. To what extent does upward communication affect organizational change?

- ii. What is the relationship between communication technique (bottom-top) and organizational change?
- iii. To what extent has communication gap affected organizational change?
- iv. What is the effect of feedback on organizational change?
- v. What is the effect of effective communication on organizational change?
- vi. What is the combined effect of communication elements on organizational change?

Objectives of the Study

The broad aim and objective of this study was to examine the effects of communication on organizational change. The specific objectives were to:

- i. investigate the effect of upward communication on organizational change;
- ii. examine the influence of communication technique (down-top) on organizational change;
- iii. examine the effect of communication gap on organizational change;
- iv. ascertain the effect of feedback on organizational change; and
- v. investigate whether effective communication have effect on organizational change.
- vi. examine the combined effect of communication elements on organizational change

Research Hypotheses

The study tested the following null hypotheses;

H0₁: Upward communication is not significantly related to organizational change.

H0₂: Communication technique (bottom-top) do not significantly affect organizational change.

H0₃: Communication gap has no significant effect on organizational change.

H0₄: There is no significant effect of feedback on organizational change.

H0₅: Effective communication has no significant effect on organizational change.

H0₆: Communication elements have no significant combined effect on organizational change

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Concept of Communication

It is important to establish a general definition of organizational communication because there are many different definitions that scholars have used in the past. Establishing one definition will allow the literature review and the study to focus on one specific area of organizational communication. Communication is the process by which one party as a sender conveys information (i.e. message) to other party or parties at one end in expecting feedback which must be understood. It is not ending process between the two or more parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Communication is an action oriented that occurs between at least two people, where messages are sent, delivered, received and reacted to among participants. It proves to be the most significant tools for managing relationship about social life and business management (Hasanaj & Manxhari, 2017).

Communication is the process of expressing feelings, thoughts, beliefs, attitudes and behaviors spoken, non-spoken or in writing in order to influence other people's behaviors or to come to a certain conclusion. The interaction that occurs within or among people, workers or customers in organizations and institutions occurs by adopting communication as a strategy (Akan, Er-Ulker & Unsar, 2016). Within organizational context, communication is defined as sharing of information and opinions between the components of within and outside organizational environment for implementing organizational goals in term of their mission, purpose, objectives, strategy and for carrying out daily activities within the organization (Akan, Er-Ulker & Unsar, 2016).

In modern business world, communication is necessary for carrying out business in an efficient manner. Any business organization basically involves two types of communication: external communication that is directed towards the actors or chieftain in the business environment, and internal communication or organizational communication that is directed to employees (Spaho, 2013). Within this context, the concept of communication plays a gigantic role in organizations in this process of change.

The main objective of organizational communication is to inform, disseminate and convince employees about the organization's goals and policy. This can be done by providing a platform to interact for employees working in various departments and different-level managers, and will also increase job motivation and satisfaction, will maintain the operations of the organization and will help attain the organization's objectives (Ince, & Gul, 2011).

2.1.2 Concept of Effective Communication

Effective communication on the other hand is a process by which sender of message, receive feedback from receiver in an intended manner (Peter, 2015). Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator (Akam, 2011). While change communication refers to aspects such as communication to define a new vision, to establish the involvement of staff, to provide training, to handle power issues and to attend to marketing matters (Akan, Er-Ulker & Unsar, 2016).

Conferring to some studies, communication is effective when the following considerations are arrived at; understanding, compatibility, display of positive behaviors, smoothness of communication, positive outcomes, positive non-verbal communication and adapting of messages communicated (Robbins, Judge, Millett, & Boyle, 2010). According to Ainobushoborozi (2013) communication technique employs managerial proficiency in encoding as well as decoding information in a productive manner.

2.1.2.1 Indicators of Effective Communication

Ainobushoborozi (2013) identify indicators with which effective communication can be achieved as; completeness: conveying all essential information by the encoder to the decoder; conciseness: delivering an intended message in least possible words without foregoing the other essentials of information; consideration: effective communication must take view points, characteristics and the environmental of audience into consideration; clarity: placing emphasis on a specific message or purpose at a time, rather than trying to achieve too much at once to make understanding easier; concreteness: communication must be specific; courtesy: it must be ethical. Talukhaba, and Mutunga (2011) state that communication indicators are; organizational indicators: the effect of

organizational pattern on communication; infrastructural dependent indicators: determine the level of interaction afforded between the managing and implementing locations, facilitating the ease or difficulty with which information is shared; processes and system indicators: effective, communication processes and systems need to address the aspects of content, direction, feedback, time and relevance.

2.1.3 Communication Models

The organizational communication structure is defined as the ‘system of pathways through which messages flow’ or as ‘patterns of interaction among people who comprise the organization’ (Nica, 2014). Communications is important in solving conflicts because it can increase understanding and reduce the risk of jumping to conclusions or making generalizations. It is important to understand first the sources of most conflict situations. Shonubi and Akintaro (2016) state that communication within an organization are both formal and informal communication. Formal communication is that type of communication that sends information officially through formal structure and channels. There are three types of formal communication: downward, upward and lateral communication (Nica, 2014).

Downward communication is the one that flows from upper to lower (from managers to their subordinates). Upward communication is the transmission of messages from lower levels to the higher ones (such as communication initiated by subordinates with their superiors). Lateral communication is the flow of messages across functional areas at a given level of an organization (this permits people at the same level to communicate directly) (Shonubi & Akintaro, 2016).

2.1.4 Concept of Change

Change in some way is the necessary and important aspect of human life and organization. Change is the only constant in this world where everything keeps on changing continuously. A change is any alteration from a normal situation. It is unavoidable event in the life of an individual and organization; managing it is a persistent challenge that must be met in order to achieve the required level of organizational effectiveness (Lawal, 2012). Change is an approach of shifting/transitioning individual’s teams towards achieving a specific goal. It also means to alter, replace, substitute, exchange, etc. Whatever form it takes, there is always a difference between former state and a new form (Akanshi & Gupta 2016). Organizational change is the movement of a business entity away

from its current state of operation and towards some desired and better future state in order to increase its effectiveness, to compete among the competitors in the industry (Lunenborg, 2010).

According to Smith (2015), the phenomenon of organizational resistance to change has become a distinct field of study. One of the most well documented findings from studies of individual and organizational behavior is that organizations' and members' opposition to change. Change, the process of moving to a new and different state of things is a constant for organizations in order to survive and stay competitive (Abdel-Ghany, 2014). Change has become a central theme in the study of organizations. During the past decade, scores of articles have been dedicated to exploring the process and management of change and an entire industry has emerged around the practice of change management. Although the interest in change among organizational scholars continues to rise, our understanding of the concept remains limited by several flawed assumptions relating to change and to the nature of organizations (Grubbs, 2011).

Change is the empirical analysis of the differences in the structure, quality or the status of an organizational entity that occur in the course of time (Capraz, 2017); organizational change is the movement of an organization away from its present state and towards some desired future state to increase its effectiveness (Lunenborg, 2013). Some symptoms existing within an organization overtly reveal the need for a change. The need for a change within the organization is evident in the continuous reoccurrence of the same problems; failure to come to a conclusion, although various strategies have been implemented to solve the problem, and poor employee motivation due to various reasons (Capraz, 2017).

Organizational change has become an area of focus in management literature. Despite the growing significance, change efforts often suffer a disappointing fate. Implementing change in organizations is fundamentally difficult. Not only does it entail knowledge about what to do, information needs to be communicated to those charged with its application to avoid crisis. Communication is a necessary instrument during change as well as providing information about what to do, it can allay fears about the prospective change and managers charged with the responsibility of change need to advocate for sufficient belief, doggedness and energy to ensure its success (Bel, Smirnov, & Wait, 2017). Organizational change has become an area of focus in management literature. Despite the growing significance, change efforts often suffer a

disappointing fate. Poorly managed change communication results in gossip and opposition, which also enlarge the negative aspects of the change (Husain, 2013).

Butt, Naaranoja, and Savolainen, (2016) states that organisation may experience change due to factors such as; wrong interpretation of scope; conflicting stakeholder expectations or understanding about project functionality; change in regulations, laws, and standards; wrong project assumptions; financial uncertainties; political uncertainties; technology improvements; human behavior-related uncertainties; omissions during engineering; mistakes during construction; value engineering; delayed deliveries from the sub-contractors and vendors; non-conforming components and equipment; extreme weather and other force majeure condition; and incomplete or conflicting contract clauses among others. Simultaneous occurrence of any two of the factors will increase the need for organizational change (Butt, Naaranoja, & Savolainen, 2016).

Sheik (2013) consider change to involve one or more components of an organizational structure, entailing reconfiguration of the entire system that has an effect on the key sub-systems like formal and informal procedures, work, human resource, strategies and hierarchy. If the change involves substantial part of the organization, it is considered tactical. Change is necessary for an organization's survival and have to adjust both their operations according to the changing environment, and their organizational structures according to new operational models. A change of organizational structure is an apparent indicator and clear evidence of isolated organizational change (Krá & Králov, 2016).

2.1.4.1 Communication and change process

Klein has identified the objectives and communication needs for each stage of the change process based on Lewin's change model (Kelvin-Iloafu, 2016). These objectives include

Communicating during the 'unfreezing stage: During this stage, the basic communication objective is to prepare employees and the organization for the transformation. Resistance will increase at the same rate with how big the change is and how much it affects the organization. The easier means of overcoming this resistance is if the communication strategy is designed to take care of resistance.

4st International Congress of Social Science, Innovation & Educational Technologies

Communicating during the ‘move stage: When change is being implemented, there are series chains of organizational activity. Since most of the employees are not participating in the transformation process and do not know exactly what is happening, the level of uncertainty is high and rumors appear (Uka, 2014). The first thing that needs to be communicated is the reasons for change, by pointing out the gap between desired outcomes and actual outcomes. Although written communication, meeting has been proved to be an effective way of communication, face-to-face communication is important in this stage.

Communicating during the ‘refreezing stage: The basic aim during this stage is to build sound and realistic organizational structures and processes that support the new ways. The communication should assist employees’ jobs regarding efficiency, rewards, controls and relationship roles. The information flow should be non-stop, concrete and multidirectional, so that employees have more understanding of the personal implications the change has. Because of the unavoidable misunderstandings that may occur in this stage, communication should primarily concentrate on making public the success of the change and spread the word to employees.

2.2 Theoretical Framework

2.2.1 The Systems Theory Paradigm

This theory represents a dramatic theoretical move from empirical laws and human rules approaches for gaining knowledge of communication. The thought began in the social and physical sciences in the 19th century with George Hegel. Otieno, Waiganjo, and Njeru, (2015) argued that everything is interrelated and interdependent components connected and therefore, there is need to study interconnectedness as a means of understanding the world as a whole. This departs from empirical approaches that traditionally study phenomena by looking at individual components. The basic idea behind Systems Theory is, “The whole is greater than the sum of its parts.” One area of communication study that utilizes systems theory extensively is the study of organizational communication.

The power of looking at communication from a systems perspective is that every communicative act impacts the system as a whole. When there is a change in one part of a system, it changes the entire system to some degree. Those who look at communication from a systems perspective believe that it is the interaction of the participants that makes organizations what they are.

Communication researchers examine the interactions of those that make up systems to understand the systems' goals, as well as how they attempt to achieve goals (Makumbe, 2016).

Another characteristic of systems is they are always trying to achieve homeostasis -- the state of equilibrium or balance. Systems are always in a process of trying to achieve a level of homeostasis with their environment. When changes occur in either the environment or a system, system participants will adapt in order to maintain balance (Akan, Er Ulker & Unsar, 2016). One of the reasons each of your colleagues is unique is that each person (component) is unique, and thus, the interaction among the components is unique and cannot be duplicated. When we apply this approach to our communication exchanges we can learn many things about the impacts that our interactions have in the systems in which we interact (Lalropuii, 2014).

2.2.2 Human Relations – Approach

Around the 1930s, Human-Relations Theory originated and was introduced as a substitute perspective to the classical theory (Kreps, 1990). The theory originally was put to test by Mayo, Roethlisberger and Dickson's, which became known as the Hawthorne Studies (Roethlisberger and Dickson, 1939) which will underpin this study. The Hawthorne Studies brought to bare four major phases namely: the illumination studies, the relay assembly test room studies, the interview program, and the bank wiring room studies. The Human behaviour school of thought shifted from the prominence on output and work design to the interactions of individuals. Emphasis of the Human-Relations Approach dwells more on the needs of individuals in the organization, the employee's participation in decision-making and the opportunity to send and receive messages. Human Relations asserted that it is vital to determine the individual needs of organizational members and it is achieved within effective organization-worker communication.

According to Skinner, Essen & Mersham (2001), effective management communication can be best accessed through the use of communication audit. Essentially communication is fundamental in the work of human resources. The importance of the Human Relations Approach is that it highlights the role of workers and social factors in the effectiveness of internal communication and the issues such as leadership. In sum, the human relation approach deals with the interaction between management and employees, their motivation and influence on organizational events (Uka, 2014). This throws more light on what management and employees ought to do to ensure

effective internal communication. This approach will help the study to determine the usefulness of the various communications channels such as memos, circulars, telephone conversation, the use of Internet and face-to-face interaction.

2.2.3 Systems Theory

The general system theory was originally proposed by Ludwig von Bertalanffy, a biologist in 1968 in his work. This sort provides a general analytical framework (perspective) for viewing an organization.

Since then the theory has been used in academic fields such as psychology, history and physiology. Studies conducted by theorists in management studies expose a digression from the classical and human relations model. According to Neves and Eisenberger (2012) the systems theory has more valid and applicable stance in internal communication. This is because the systems approach recognizes the role that communication plays in facilitating efficient functioning between the various components of the organizations.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity namely; wholeness, hierarchical and feedback.

In systems theory, the whole determines the character and functions of parts (Lalropuii, 2014). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization. Conferring to Uka, (2014), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment (Hasanaj & Manxhari, 2017).

Amechi, Long & Chikaji, (2014) posit that feedback enables decision makers in the organization to strategize to be on top of issues thereby building network relationships. Conferring to Husain (2013), the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication audit occurs.

2.3 Empirical Review

2.3.1 Evidence from Developed Countries

Weimann, Hinz, Scott & Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is neither perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

Likewise, Schiller & Mandviwalla (2007) suggest that media vary in the levels of richness they provide. Media might differ in the number of cues they are able to convey, the timeliness of feedback, and the capacity for natural expression. The more of these factors a medium covers the richer it is. Therefore face-to-face can be considered as the richest medium. It permits timely feedback, allows the simultaneous communication of multiple cues like body language, facial expression and tone of voice, and uses high-variety natural language that conveys emotion. Video conferencing, phone, chat (instant messaging), email, text messaging, addressed written documents (e.g., notes, memos, letters), and unaddressed documents (e.g., bulletins, standard reports) follow face-to-face communication in media richness in a descending order.

Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in marketing, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use of perceived organization support in terms of communication as indicators on the effect of communication on organization performance.

Husain (2013) reviews the literature investigating the relationship between communication and organizational change. The advantages of successful communication related to improved efforts of employees to plan and execute change strategies are also discussed. It identified the objectives

4st International Congress of Social Science, Innovation & Educational Technologies

and communication needs for each stage of the change process. Also, the various motives and benefits of organizational communication are discussed. It concluded that employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it.

Amechi, Long & Chikaji, (2014) posits that effective communication has been perceived to be a critical strategy for efficient organizational culture and performance because everyone in life is in communication with another person in a social context, irrespective of what the context may be, people share and exchange views, opinions and information as well as being influenced by these views and information regularly, which simply explains the fact that people do communicate. This study therefore, examined the relevance of effective communication on the culture of an organization and performance. The principle of inductive categorization was adopted in conducting a content analysis of selected relevant extant literature. With regards to this study, findings show that within an organization, both formal and informal communication do occur daily, that it is evident that the effectiveness of such communication play a critical role in structuring and strengthening organizational culture, objectives, strategies and activities aimed at enhancing and ensuring organizational success.

Uka, (2014) examine the communication and its influence on the effectiveness of the organization. It was found that employees of the organization immediately need a "building trust" and "encourage staff" in order to believe in the organization and what it does. Communication is seen in continuity, as a key component in the execution of strategy. In execution of strategy, such as organizational culture, it is in full support of achieving the organization's objectives, specifically influencing in the effectiveness of the organization. Focusing on the active interconnection that communication has with the organizational culture and organizational strategy execution, accompanied with relevant improvements in communication, the incentives leading to an improvement, organization effectiveness.

Akan, Er Ulker and Unsar (2016) analyzed the influence of organizational communication on resistance to change. Recent studies may accept that effective organizational communication is one of the primary determinants of resistance to change. In line with the purpose of the study, data have been collected through questionnaire method from 406 state and private bank employees in Marmara Region (Turkey). The data obtained have been analyzed through exploratory factor analysis, correlation analysis and Mann-Whitney U difference test. Multiple regression analysis has also been made in order to explain the characteristics of the relations, which have been determined through correlation analysis. According to the results of the research, a positive, but insignificant relationship has been observed between goal setting and critical communication, which are the two sub dimensions of resistance to change and organizational communication. It has been observed that a very insignificant part of the variability in employees' resistance to change levels has been explained through goal-setting and critical communication. It has also been observed that private bank employees resist more to change than state bank employees.

Lalropuii (2014) this study is the capture of respondents' perceptions of effectiveness of interpersonal communication at a single point in time. The organizations performance depends on leader's interpersonal skill in change implementation over the life of an organizational affectivity. This paper identify that key point of interpersonal communication is assertion, thus the most critical tactics in effective interpersonal communication are assertion strategies. The people strong in interpersonal communication can stand up for their rights, disagree and present different points of view without intimation or putting the other employees down for making the organization more effective.

Wang (2005) presented a paper, which sought to investigate the functions of socio-emotional-oriented communication and job-related communication in augmenting institutional commitment in the People's Republic of China. A statistical methodology was used to analyze data from a questionnaire. Sample size of 69 was selected as respondents. The key findings from the study were that, social-emotional-oriented communication among employees is a positive indicator of performance. Conversely, the finding failed to establish any unique linkage between horizontal and social-emotional communications. The paper concluded that, vertical and job-related

communication helps employees of governmental agencies in China to remain focused to the outlined objectives of their organizations.

Hasanaj & Manxhari, (2017) presents the importance of effective communication in change management in public sector. The research design employed for this study involved structured interviews of fifteen employees over the last three years. For the purpose of this study, the target population includes of individuals employed at all levels within the municipality of Vlora. The study found that effective communication can be the key to a change process. It can help employees get engaged in the change process as well make them aware of the vision and objectives related to the change. In turn it helps organizations to persuade employees that the status quo is no longer satisfactory and motivates them to support the new state. Thus, in order to implement change successfully and maximize the productivity of persons involved in the change process, communication should be viewed by organizations as a key lever during change.

Similarly, Ainobushoborozi (2013) did a study which examined the impact of effective communication on labour productivity in civil engineering projects with a case study of Kampala Central division. Multinomial logit (MNL) estimation technique was employed to measure the existing relationship between effective communication and labour productivity, and other explanatory variables include work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. The findings showed that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work are statistically meaningful to labour productivity in civil engineering projects. He stressed that in order to attain the targeted productivity level, managers should ensure clarity of any instruction at work, provide adequate training to employees, ensure cooperation at work by providing incentives and finally develop a good communication plan to ensure timely information delivery especially on changes affecting work.

Elving (2014) provided a conceptual framework for the study of communication during organizational change. Although there is an enduring interest in studying (internal) communication during organizational change, there is still little or no empirical research on the topic. The framework leads to six propositions in which aspects of communication, such as information,

feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. Findings show that there is a distinction between the informative function of communication and communication as a means to create a community was made. In the suggested model communication has an effect not only on readiness for change, but also on uncertainty.

2.3.2 Evidence from Developing Countries

Otieno, Waiganjo and Njeru (2015) explore the effect of employee communication on organization performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in Naivasha. The study targeted the employees in the identified farms. Cross sectional survey research design was used for the study. Stratified sampling technique was used to sample the study respondents. Quantitative data was analyzed using descriptive statistics while qualitative data was analyzed thematically. Inferential statistics such as correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that 65% of the respondents strongly agreed that communication facilitates exchange of information and opinion with the organization. It was also found that that 63% of the respondents were found by the study to agree that communication helps in improving operational efficiency thus improving organization performance. The results of correlation analysis shows that employee communication is statistically significant. The study concluded that employee communication is a major determinant of organization performance in the horticultural sector in Kenya.

Mohd, Syuhaida, Nuru, & Mohammad (2017) appraise the change management of organization in Malaysia and investigated the current practice of organization and employees in the organization towards change management. It is found via literature review that change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented to transitioning individuals, teams, and organizations to a desired future state by focusing on the wider impacts of change, particularly on people, where change does not happen in isolation and it impacts the whole organization. Furthermore, it is found that current practice of organization and employees in the organization towards change management involved in three main factors, namely

trust in management, communication and organizational commitment; with the factor for trust in management is the positive vision for the future by management team, meanwhile for communication, it is found that there is good communication between supervisors and employees about the organization's policy toward the changes.

Krishnan and Wesley (2013) study the impact level of employee communication on employee engagement level and its association with employee engagement; and to study relationship between demographic variables, employee communication and employee engagement. The study, employed convenience sampling technique i.e. non probability sampling method to select the sample consisted of 163 employees of various star hotels in Coimbatore city. And data were collected using questionnaires and were analyzed using Descriptive Analysis, Correlation Analysis and Simple Regression Analysis. Correlation analysis revealed that there is a significant relationship between the employee engagement level and employee Communication. Further, simple regression analysis indicated statistically that employee communication has made high impact on employee engagement level. The study supports that the employee communication has significant relationship with employee engagement level and it is the predictor of employee engagement level among the star hotel employees in Coimbatore.

Makumbe (2016) study was to bring together and analyze significant writings on change management in order to establish key variables in effective change management. Whilst there are many change models that have prescribed stages involved in implementing successful change management, a synthesis of the actual key variables that act as a bedrock in effective organization change is missing in literature. The literature review undertaken in this study therefore sought to summarize the models by explaining the key predictors of effective change management. This article argues that Change leadership, communication, employee engagement and employee commitment are key variables in successful organization change implementation. It is apparent that communication, leadership, employee engagement and employee commitment play a central role in change acceptance. Change managers have to manage the four variables to realize the benefits of change.

2.3.3 Evidence from Nigeria

Nebo, Nwankwo & Okonkwo, (2015) investigate the role of effective communication on organizational performance using Nnamdi Azikiwe University, Awka in Nigeria. The survey research method was adopted for the study using secondary and primary data. The population of this research work was drawn from 170 non-academic and 130 Academic Staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. Chi-square was used to analysis the hypotheses. The findings from the study showed that effective communication is the solution to effective and efficient management performance of employees in an organization.

Kibe (2014) investigate the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed to employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

Adegbuyi, Adunola, Worlu, Rowland & Ajagbe, (2015) ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance. Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should adopt appropriate strategies that would enhance adequate organizational performance.

Adejoh & Hadiza (2015) examine the impact of effective communication on goal achievement in Nigerian Polytechnic educational system. The extent to which functions of communication were practiced and their outcome noticeable in institutions was evaluated through a survey conducted in three polytechnics among 102 respondents. Structured, closed ended questionnaire was designed to elicit data. A Pearson Product Correlation of degree of communication functions with level of outcome reveals a positive correlation or dependence of organizational achievement on level of

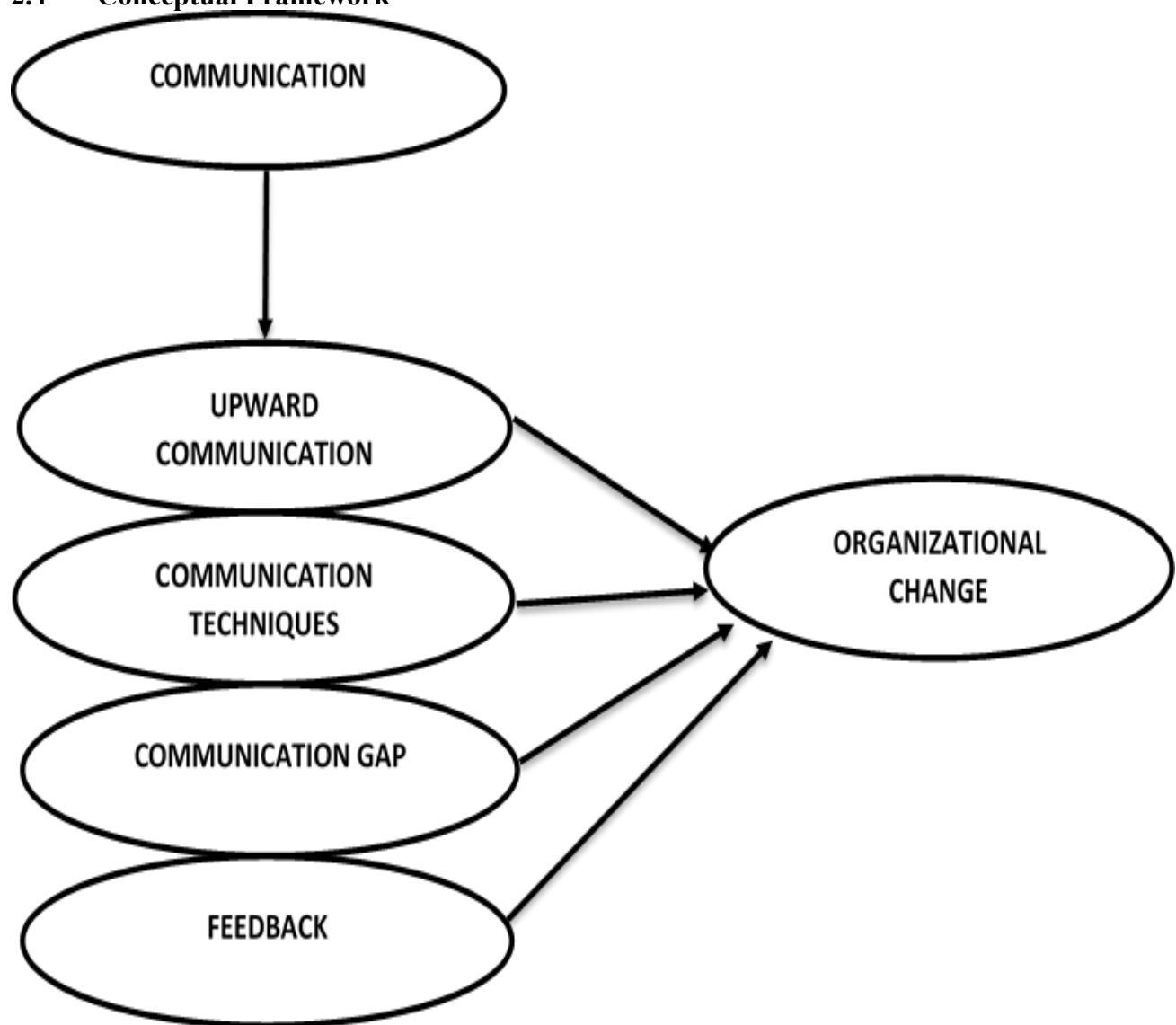
communication. The implication of the finding is that negligence of ideal communication structure can lead to organizational failure where goal congruence is illusive. It is recommended that the leadership of Nigerian public polytechnics should give attention to cordial superior / subordinate relationship and occasional update on communication skills.

Kelvin-Iloafu (2016) investigates the relationship between effective communication and strategic management of organizations. The survey and descriptive research design were employed. The results showed that although effective communication guarantees organizational success, it is largely dependent on the pattern or methods of communication, effectiveness and suitability of the channel selected, and how receptive or accessible are the superiors to the subordinates, among other factors. Based on these findings, the work recommends that factors which promote warmth and cordiality should be imbibed and cultivated. Also, a simple organizational structure should be designed and implemented for easy flow of communication, and the manager should treat his subordinates with humane in order to get the best from them. It concludes that, effective communication is the “lifeblood” of organizations, and that efficient and effective communication influences the positivity “bottom line” of our organizations in achieving organizational strategic goals.

Nwata, Umoh & Amah (2016) investigate the association between internal organizational communication and employees’ performance in selected banks in Port Harcourt. As a correlation study, it examined the effect of internal organizational communication through its dimensions (downward communication and upward communication) on employee performance. Data was generated from a sample of 315 respondents through personally administered questionnaire copies. Analysis entailed the descriptive illustration of sample characteristics using charts and frequency distributions. The univariate data was analysed using mean scores and standard deviations which served accordingly as the measure of central tendency and dispersion while for the bivariate data the Pearson product moment correlation coefficient statistical tool was used in testing for all hypothesized relationships, while the multivariate hypothetical statement was tested using the partial correlation coefficient technique. The results showed a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and employees

effectiveness). Based on the results, it is therefore concluded that internal organizational communication was strongly associated with employees performance and thus recommended that organizations incorporate adequate measures in ensuring that communication within the organization is consistent, clear and follows well recognized and formally instituted channels for the purpose of avoiding ambiguities, since such actions have been revealed to facilitate a more efficient and effective workforce.

2.4 Conceptual Framework



Researcher's Conceptual Model

2.5 Research Gap

It is evident that there are scanty studies on the effect of effective communication on organizational change from the review of literature especially in developing countries. However, studies on communication and performance (Kibe, 2014; Lalropuii, 2014; Bery, Otieno, Waiganjo & Njeru, 2015; Nebo, Nwankwo & Okonkwo, 2015; Adegbuyi, et al., 2015; Adejoh et al., 2015; & Nwata, et al., 2016) communication and organizational culture (Weimann, et al., 2010; & Amechi, et al., 2014)); communication and employee effectiveness (Krishnan et al., 2013; & Uka, 2014) and

productivity (Ainobushoborozi, 2013) are in abundance in the literature on effective communication.

Similarly, studies from developed countries on communication-change nexus has also been scanty in the recent times as only few authors have studied this phenomenon (Neves et al., 2012; Husain, 2013; Elving 2014; and Mohd, et al., 2017). In Africa where study on change was carried out, it focused on change management and effective change management (Makumbe, 2016). Makumbe (2016) argued that change leadership, communication, employee engagement and employee commitment are key variables in successful organization change implementation. Hence, it is apparent that effective communication plays a central role in change acceptance.

Similarly, Most of this studies found that communication has an effect not only on readiness for change, but also on uncertainty. These studies suggest that current practice of organization and employees in the organization towards change management rust in management, communication and organizational commitment; and that there is need for good communication between management and employees when there is a change in organization policy. For instance, Akan, Er Ulker & Unsar (2016) also analyzed the influence of organizational communication on resistance to change and found that a positive but insignificant relationship exist between resistance to change and critical communication. Hence, a research gap exist in to examine the effect on communication and organizational change.

In Nigeria, where studies on communication has been carried out, the focus has been on organizational performance (Nebo, et al., 2015; Adejoh et al., 2015; Adegbuyi, et al., 2015) and employee effectiveness (Nwata, Umoh & Amah, 2016). The results showed that although effective communication guarantees organizational success, it is largely dependent on the pattern or methods of communication, effectiveness and suitability of the channel selected, and how receptive or accessible are the superiors to the subordinates, among other factors. Many authors have adequately addressed effective communication and performance on organization. However, they failed to address the effect of communication on organizational change which may help reduce the failure rate of change policy. Communication during organizational change reduces resistance to change; hence, when resistance to change levels is low within an organization, the change-effort turns out to be more productive. The change plan is dependent of capacity of the

organization to change the individual performance of each employee (Elving, 2014; Akarika, et al., 2017). Hence, this study will examine the relationship between communication and organizational change.

METHODOLOGY

The focus of this chapter is on the method that was used to carry out this study. Specifically this chapter is concerned with the research design, study population, source of data, and determination of sample size and data analysis.

3.1 Research Design

The study adopted descriptive survey research design in gaining an insight into the study. Surveys are useful in describing the characteristics of a large population; relatively not expensive in relation to other design; and allows respondents to answer with more candid and valid answers (Abosedo & Ononuga, 2016).

3.2 Population of the Study

The target population comprise of staff and students of Christopher University, Mowe. The population of the study comprised of 200 staff and students of Christopher University.

3.3 Sample Size and Sampling Techniques

Census survey was employed, which implies that the entire population constituted the sample. This is because the population is relatively small and accessible. Stratified sampling technique was employed.

3.4 Method of Data Collection

Primary data was gathered in which copies of a well-structured questionnaire was adapted from (Schalock, Verdugo & Loon, 2017) as a research instrument which comprised of demographic data and questions related to both independent and dependent variables. It employed a 5-point Likert scale for measurement of responses.

3.4.1 Validity and Reliability of Research Instrument

3.4.1.1 Validity of the Research Instrument

The adapted research instrument for this study was submitted to my supervisor for perusal and approval in order to ensure it measures what it was designed for, because the questionnaire had been subjected to validity test in the previous study.

3.4.1.2 Reliability of the Research Instrument

The adapted research instrument for this study was submitted to my supervisor for perusal and approval in order to ensure its reliability, because the questionnaire had been subjected to reliability test in the previous study.

3.5 Method of Data Analyses

The study made use of inferential statistics to establish a relationship between communication and organizational change. A multiple regressions model was developed for the study because regression establishes relationship between two or more variable. This was achieved with the aid of SPSS. Descriptive statistics was adopted to analyse research questions and demographic data.

3.6 Model Specification

The model below therefore showed the effect of the independent variables (upward communication, communication technique, communication gap and feedback mechanism) on dependent variable (Organisational change).

$$OC=f(UC, CT, CG, FB)..... (1)$$

This can be specifically expressed as:

$$OC= \beta_0 + \beta_1UC_i + \beta_2CT_i + \beta_3CG_i + \beta_4FB_i + \mu_i..... (2)$$

Where OC= Organizational Change but proxy by resistance to change.

UC= Upward Communication

CT= Communication Techniques

CG= Communication Gap

FB= Feedback Mechanism

Where μ = stochastic or random error term (with usual properties of zero mean and non-serial correlation).

$\beta_1, \beta_2, \beta_3$ & β_4 are the parameters

β_0 is the constant.

RESULT AND DISCUSSIONS

This project presented the result from the analysis of data collection from students & staff of Christopher University, Mowe, Ogun State, on the effect of communication on organizational change. The questionnaire was administered via goggle form and 22 responses were received.

The data was analyzed using SPSS version 21. The results was presented and discussed in 2 sections. The first section focused on the respondent demographic data. The second section focuses on the four formulated hypotheses.

SEX	FREQUENCY	PERCENTAGE
MALE	4	18.18%
FEMALE	18	81.81%
	22	100%

DEMOGRAPHIC ANALYSIS

The table indicates that 18.18% of the respondents are males, while 81.81% of respondents are females.

RESPONDENT AGE DESCRIPTION

AGE DESCRIPTION	FREQUENCY	PERCENTAGE
Below 18	4	20%
19-30	16	80%
31-40	0	0%
41 and above	0	0%
others	0	0%
	20	100%

This table indicates that 20% of respondents are below 18 while 80% of respondents range from 19-20.

RESPONDENT STATUS

STATUS	FREQUENCY	PERCENTAGE
STAFF	6	24.27%
STUDENT	16	72.72%
	22	100%

Hypothesis 1

Variable(s)	Coefficient	T	P-Value
Constant	6.908	3.244	0.004
Upward Communication	0.314	1.434	0.167
F-statistics= 2.057(0.167)			R-Square- 0.093

Author's Computation from SPSS 21

Source: Field Survey (2022)

It is beyond evident from the result above that upward communication does not significantly affect organizational change in Christopher University Mowe, Ogun State. ($b = 0.314$, $p\text{-value} = 0.167$). This indicates that an improvement in upward communication would not significantly affect organizational change. The coefficient of determination (R^2) suggested that 9.3% variation in organizational change is accounted for by upward communication.

Hypothesis 2

Variable(s)	Coefficient	T	P-Value
Constant	5.773	2.333	0.030
Communication technique(bottom top)	0.370	1.693	0.106
F-statistics= 2.865(0.106)			R-square- 0.125

Author's computation from SPSS 21

Source: Field survey (2022)

It is evident from the result above that communication technique does not significantly affect organizational change in Christopher university, Mowe, Ogun state ($b = 0.370$, $p\text{-value} = 0.106$). Therefore, an enhancement of the communication technique will not enhance the organizational

change in Christopher University. The coefficient of determination (R^2) suggested that 12.5% variation in organizational change is explained by the communication technique (bottom top).

Hypothesis 3

Variable(s)	Coefficient	T	P-value
constant	11.786	4.503	0.000
Communication gap	0.169	0.726	0.476
F-Statistic= 0.528(0.476)			R-square = 0.026

Author's computation from SPSS 21

Source: Field survey (2022)

The result summary on the above table revealed that communication gap has no significant effect on the organizational change of Christopher University, Mowe with coefficient of (0.169*0.476). The coefficient of determination (R^2) suggested that 2.6% variation in organizational change is accounted for by communication gap.

Hypothesis 4

Variable(s)	Coefficient	T	P-value
Constant	11.610	5.968	0.000
Feedback	0.160	0.895	0.382
F-Statistic= 0.801(0.382)			R-square= 0.038

Author's computation from SPSS 21

Source: Field survey (2022)

The result summary on the above table revealed that feedback has no significant effect on the organizational change of Christopher University, Mowe with coefficient of (0.160*0.382). The coefficient of determination (R^2) suggested that 3.8% variation in organizational change is accounted for by feedback.

Hypothesis 5

Variable(s)	coefficient	T	P-value
Constant	4.614	1.128	0.275
Upward communication	0.343	1.411	0.176
Communication technique	0.388	1.752	0.098
Communication gap	0.160	0.532	0.599
Feedback	0.051	0.213	0.834
F-Statistic= 1.570(0.228)			R-square= 0.270

Author's computation from SPSS 21

Source: Field survey (2022)

The result summary on the above table revealed that communication has an insignificant combined effect on the organizational change of Christopher University, Mowe with F-Stat 1.570(0.228). This implies that the four communication elements do not significantly affect organizational change

SUMMARY, CONCLUSION, RECOMMENDATIONS**SUMMARY**

The study employed four elements of communication: upward communication, communication technique (bottom top), communication gap, and feedback, through the administration of structured questionnaire on 200 staff and students of Christopher University. Notwithstanding, only 22 responses were used for the study. Five hypothesis were formulated and ordinary least square estimation technique was employed in estimating the regression model with the aid of SPSS version 21.0.

The findings revealed that neither of the four elements which are upward communication and communication technique (bottom top), organizational change, communication gap as well as feedback has a significant effect on organization change. Furthermore, the F-Statistic 1.570 (P-value 0.270) showed that communication elements do not have combined significant effect on organizational change. The adjusted R^2 of 0.275 indicated that communication elements accounts for 27% variation in organizational change.

4st International Congress of Social Science, Innovation & Educational Technologies

The study therefore concluded that communication does not significantly enhances organizational change in Christopher University, Mowe, Ogun state. Therefore, upward communication, feedback, communication gap and communication technique (bottom top) are not major drivers of organizational change.

CONCLUSION

The study therefore concluded that communication does not significantly enhances organizational change in Christopher University, Mowe, Ogun state. Therefore, upward communication, feedback, communication gap and communication technique (bottom top) are not major drivers of organizational change.

RECOMMENDATIONS

The organization should focus more on all the elements to have a better effect of organizational change.

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