TRANSFORMATION IN ORGANISATIONAL COMMUNICATION

IFEDAYO Akinwalere
Mass Communication Department
Olabisi Onabanjo University
Ago Iwoye, Ogun State
ifedayo.akinwalere@oouagoiwoye.edu.ng

Abstract: The chapter focuses on communication in corporate organisations as it manages change. It recognises the need of communication during times of organizational transition. The tactics for educating and understanding the need for change are also discussed. It also examined some organisational communication change models that can be adopted by recognising the numerous aspects that influence the communication process and lead to successful organisational communication transformation. This information is becoming increasingly relevant as people become more versatile and move between work jobs in different parts of the organisation to enrich their experience.
Keywords: Behaviour, Change, Communication, Leadership, Organisation

Introduction

Organisational communication refers to the different types and channels of communication that exist between members of organisations such as corporations, NGOs, and small businesses. There is a significant correlation between corporate communication levels and job performance and happiness, according to studies. Organisational communication can be formal or informal, take several forms and use a range of mediums (Neher, 1997).

Every human step demonstrates the importance of communication. Humans are social creatures who rely on one another while remaining self-sufficient and connected to their surroundings. They can only connect with others in their environment through communication, both verbal and nonverbal (body language and cues are widely understood). Communication is one of the most important aspects of a company's success, both in terms of increasing productivity and adapting to changes in the environment. Effective communication between persons and parties directly involved in and outside the organisation can help organisations collect the necessary knowledge (Winarso, 2018).

Socialising benefits from communication as well. Survival necessitates communication. Process control is also aided by communication. It helps manage organisational members' behaviour in a variety of ways. Employees in a company must follow multiple levels of hierarchy as well as certain concepts and standards. They must adhere to organisational policies, perform their job duties effectively and notify their managers of any work-related concerns or grievances. As a result, communication helps with management control. An effective and efficient communication system necessitates managerial expertise in delivering and receiving communications. A manager must recognise a variety of communication barriers, examine the reasons for their emergence and take proactive efforts to avoid them. Consequently, the primary responsibility of a manager is to build and maintain an effective communication system within the company. Successful organisations rely on effective communication. All managers and employees must be

aware of how people behave in order to establish the best working environment. The field of organisational behaviour studies how people might be motivated to collaborate more effectively. The contact required to move a group toward a set of common goals is known as organisational communication. Incompetence, insensitivity, lack of coordination and red tape in each of these interactions leave us satisfied but unsatisfied, all of which are the result of ineffective organisational communication. Greater understanding of communication leads to better comprehension of what make a successful organisation. Employees are more motivated when they are informed and clear about the task at hand, how they are performing it and how to improve their performance if it is not up to grade. During the decision-making process, communication is a source of information for organisational members since it aids in the identification and evaluation of various courses of action. Communication is also crucial in influencing people's attitudes; a well-informed individual, for example, will have a better attitude than someone who is less well-informed. Organisational periodicals, journals, meetings and other forms of oral and written communication affect employee views (Neher, 1997).

Three recurrent elements appear when examining several definitions for the term "organisation": structure, objective and people. Internally and in relation to its larger external environment, organisational structure studies how a company functions. The goal is the overall objective of a group of individuals. The stakeholders relate to the organisation's many internal and external stakeholders. Mutual benefit, business concerns, service and commonweal are the four common sorts of organisations. Mutual benefit groups (e.g., fraternities, sororities, clubs, etc.) are created to aid the members of the group. Organisations that deal with business are primarily focused with making a profit for themselves and their shareholders (e.g. anything from Walmart and Citibank to your local grocery story or restaurant). The third form of organisation is a service organisation, which is dedicated to providing a specific service to individuals in society (for example, hospitals, legal aid societies, etc...). Finally, commonweal organisations are those that are operated by the government for the better good of society (for example, the military, fire/police departments, education departments, and so on) (Wrench & Punyanunt-Carter, 2012).

Directions of Communication in Organisation

Vertical, horizontal and upward communications occur inside organisation. Downward communication from the administrative and executive levels to the employees occurs through official channels such as policy documents, rules and regulations and organisational charts. Staff initiates upward communication, which usually takes the form of a complaint or a request and is addressed to executives. Horizontal communication occurs when coworkers meet to discuss topics of mutual interest, solve problems and share information (Neher, 1997).

Organisational Communication

Organisational communication is a process whereby an organisational stakeholder (or group of stakeholders) attempts to stimulate meaning in the mind of another organisational stakeholder (or group of stakeholders) through intentional use of verbal, nonverbal and/or mediated messages (Wrench, McCroskey, & Richmond, 2008). Organisational communication is as an aggregate of persons, arranged in predetermined patterns of relationships, in order to accomplish stated objectives. Organisational communication,

according to Kreps (1990), is the process by which members gather relevant information about their organization and the changes that are taking place inside it (Redding, 1964). "Transmitting news about the work from the organisation to employees and through employees" is another way to understand organisational communication (Phattanacheewapul & Ussahawanitchakit, 2008; Chen, Silverthone & Hung, 2005).

Change
Leadership behaviours in the workplace have a direct impact on change-enabling actions (Drucker, 1999; Gilley, 2005; Howkins, 2001). Leaders can act as change agents by establishing a vision, identifying the need for change, and implementing the change (Kanter, Stein & Jick, 1992). Companies stay competitive when they advocate and implement continuous and radical change (Cohen, 1999). It may be argued that successful change management is critical for any organisation to survive and prosper in today's highly competitive and rapidly changing business climate. However, the theories and approaches to change management currently available to academics and practitioners are sometimes conflicting, relying on untested assertions about the nature of contemporary organisational change management (Todnem, 2005).

In many change management theories, the change recipient's trust and willingness to change on one hand are viewed as key factors for a successful change process. Resistance to change, on the other hand, is viewed as something the management must conquer to be able to complete the change process. In order to make the change recipients trusting and willing to change, change theories provide useful tools such as making discrepancy in the work situation of those who are to face changes and using persuasive communication. However, from a safety perspective the importance of trained skepticism and having the end users questioning the change process, rather than convincing them seem to be more important. To view the end users as experts and to bring them in the process from an early stage, with their opinions on how to make changes as safe as possible, seems more important than overcoming their resistance to change (Sætren, & Laumann, 2017)..

Logical people understand that progress entails change and that we all need to progress, the promise of reaping the benefits of change does not make everyone ready, willing or able to embrace change. On the contrary, most people are thought to be resistant to change. "Change is extremely personal," says Duck (1993) and Pietersen (2002) believes that "the prospect of change causes what is sometimes dubbed the Factor- Fear, Uncertainty, and Doubt" for many people.

Change In Organisational Communication
Because change is usually always perceived as top-down and driven by management, people who are managed will almost always reject change, putting pressure on managers to overcome resistance before the change can be implemented. From a management perspective, resistance to change is generally viewed as the refusal of an organisation's members to accept a change (Cheng & Petrovic-Lazarevic, 2004; Coghlan, 1993). Resistance is also a multidimensional issue that throws unexpected delays, expenses, and instabilities into the strategic change process (Ansoff, 1988). It is defined by Bemmels and Reshef (1991) as any employee action aimed against preventing or delaying change. Resistance to change has acquired a negative connotation (Waddell & Sohal, 1998) that reportedly complicated the difficulty of achieving change by promulgating a dualistic

thinking of labour vs management (Dent and Goldberg, 1999). Change resistance can be divided into three categories (Mabin, Forgeson & Green, 2001): Individual, Group and Organisational. Individual components have been extensively examined in comparison to the other elements (Cheng & Petrovic-Lazarevic, 2005). Harris (2002) takes an unusual approach to the individual components, dividing them into:

Sabotage Through Erosion entails the persistent use of strident and extended speech arguments at every feasible opportunities to undermine enthusiasm, support or argument with management-suggested change.

Hijacking: Employees attempt to alter the adopted modification into something more acceptable to their function, or just something more personally pleasant, in a process known as hijacking.

Lip Service: Sabotage by Disregard is an instrumental compliance in which employees openly and vocally conform but covertly oppose attempts to subjugate them by accepting the legitimate authority of the hierarchy and the benefits of continuous employment.

Scarcity Creation: Sabotage by Undermining, which includes more confrontational behaviour;

Direct Conflict: Sabotage by Battle, which reflects strong personal hostility to change and may lead to resignation.

Change resistance would be triggered if group cohesiveness and social norms were threatened, and participation in decision-making was not appropriately catered to. Different emotional reactions to change are imposed by individual personality traits (Bernerth, 2004).

Risks posed by unforeseen or undesirable organisational structure and process change, as well as threats posed by the environment inside or outside the organization, are examples of organisational variables.

Organisational Communication Change

Many studies have been conducted on organisational change. Many people have tried to explain what change is, how to manage it, and why it is so difficult to achieve. Despite a plethora of theories, models, and multistep approaches, organisational leaders lack a clear knowledge of, or ability to engage in the processes required to successfully implement change (Armenakis & Harris, 2002). Organisational communication generally has two goals. The major goal is to educate the staff about their responsibilities and the company's policies (De Ridder, 2003; Francis, 1989). The second purpose of organisational communication is to create a sense of belonging within the company (Francis, 1989; Postmes *et. al*., 2001; De Ridder, 2003).

Employees at all levels are informed and educated through meaningful communication, which drives them to support a change plan (Barrett, 2002). This is significant because positive attitudes toward change are critical in successful change programs (Kotter, 1996), as change resistance is one of the most difficult obstacles to overcome. Meaningful communication necessitates some cognitive organisational reorientation, or understanding and acceptance of the proposed change. During organisational transition, Elving & Hansma (2008) conducted interview with management and staff. The most important conclusion reached was that the success of organisational change distribution and adaption is highly dependent on the communicative and informational skills of managers at all levels.

Elving (2005) presented a conceptual framework for researching communication in changing organisations. Six propositions were produced that all influence change readiness at the same time. The degree of change effectiveness is indicated by the level of readiness in this framework. According to the first hypothesis, a low degree of resistance to change or a high level of readiness for change is an indicator of effective organisational transformation. The second argument said that communication is required to tell members of the organisation about the change and how it would affect their work. The third proposition advocated for the use of communication to build a community that would improve commitment, trust, and identification with the organisation and management. The following idea focused on uncertainty, arguing that high levels of ambiguity reduce preparedness to change. The sixth proposition focused on the impact of downsizing on job loss and work instability, which affects willingness to change. The last proposition was linked to the fourth and fifth propositions, stating that communication has an impact on emotions of insecurity and job insecurity.

Klein (1996) states that the communication strategy should be aligned with the general stages of the change process as well as the appropriate information requirements. Klein has highlighted the objectives and communication demands for each step of the change process using Lewin's change model (1951):

Communicating During the 'move stage': There is a lot of organisational activity when change is introduced. Because most employees are not directly participating in the transformation process and are unaware of what is going on, there is a lot of confusion and rumours. As a result, communication is critical at this stage, with the following goals: to provide those who are not involved in the change process with detailed and accurate information about what is going on; to provide those who are involved in the process with information about their roles in the change process, as well as information about how the change will affect them and their new roles and responsibilities; and to dispel any misinformation that is circulating. Because the change is beginning to produce more real results and has some organizational implications, the communication should be more targeted than in the beginning (Klein, 1996).

Communication During the 'unfreezing Period': The primary goal of communication at this stage is to prepare personnel and the organisation for the change. This level is also known as "organizational readiness." Resistance will grow in lockstep with the size of the change and its impact on the organization. However, if the communication approach is structured to account for the first resistance, it is much easier to overcome it (Klein, 1996). It is critical to communicate the change's goal in order to prepare the organisation for the change. The first thing that needs to be communicated is the need for change, which can be done by highlighting the gap between desired and actual outcomes. This first message should come from the organisation's top management if the change is company-wide. Although written communication followed by a question-and-answer session has been shown to be helpful, face-to-face communication is critical at this stage (Klein, 1996).

Communicating During the 'refreezing Stage': The main goal at this point is to create structures and processes that support the new approaches. Employees' questions about efficiency, rewards, control, and relationship roles should be the focus of communication. The responsibility for interacting with employees moves from the CEO and management to supervisory management at this stage. Employees need to grasp the personal ramifications of the shift; therefore the information flow should be constant, concrete, and

multidirectional. Because of the potential for misunderstandings at this stage, communication should focus on making the success of the change public and spreading the word to employees (Klein, 1996).

Leadership, employee involvement, rewards, communication, and other factors have all become part of larger, multistep frameworks. For example, models by Kotter (1996) and Ulrich (1998) imply that leadership and vision, establishing guiding coalitions, communicating, inspiring, and empowering others, and anchoring innovative ideas in the firm's culture are all important.

Table 1: Change Models

Lewin's Model	Ulrich's Seven-Step Model	Kotter's Eight-Step Model
Unfreeze	Lead change	Establish a sense of urgency
Movement	Create a shared need	Form a guiding coalition
Refreeze	Shape a vision	Create a vision
	Mobilise commitment	Communicate the vision
	Change systems and structures	Empower others to act
	Monitor progress	Plan for and create short-term wins
	Make change last	Consolidate improvements and produce more change
		Institutionalise new approaches

Sources. Kotter (1996); Lewin (1951); Ulrich (1998).

Failure In Communication Culminates In Failure In Change

According to Speculand (2005), CEOs were asked about the implementation of a new strategy in their organization by researchers working on a 2005 study for the Bridges Business Consultancy. The study found that 90 percent of strategic initiatives launched by government entities and energy and utilities corporations in Southeast Asia and North America failed. "Implementation fails due of weak execution, not faulty strategy," 97 percent of the 150 line managers polled agreed. When questioned about why, they listed their top 10 reasons. The top two reasons for this are:

1. Gaining support and action
2. Communicating the change

According to the survey, the most popular manner for companies to convey change efforts to their employees was via email (25% of the time), followed by briefings and newsletters. The poll also found that most communication was front-loaded, with a lot of information and activity at first, but less and less as time passed.

Another intriguing conclusion from this study was that middle managers have the most resistance to change within organisations: 54% vs 13% for executives and 23% for frontline workers. This study has a lot of implications. The most crucial are that change leaders must have a consistent communication strategy, use suitable communication channels (rather than email), ensuring that middle management are on board with the change, and keep communicating until the project is completed (Beatty, 2015).

Organisational Communication Change Objectives

Employee issues should be addressed and organisational communication should be given a humanistic touch. According to communication researchers, the goals of communication content in a change process include spreading a vision, minimizing uncertainty (Klein, 1996), gaining employee commitment (Kotter, 1995), involving employees by seeking

their input into the content and process of the change, overcoming barriers to change (Carnall, 1997), and challenging the status quo (Balogun & Hope, 2003). Some of the communication goals sought during change management are as follows:

Motivate Employees: Energy, direction, and sustainability have been identified as components of motivation (Kroth, 2007). Communication has also been proved to be an effective tool for motivating those involved in change (Luecke, 2003). Organisational communication researchers have discovered that the quality of information provided by the organisation increases employee job satisfaction, which drives employees. According to Carlisle and Murphy, motivating people to communicate effectively and respond to employee questions is important (1996).

Expectancy theory, need theory, reinforcement theory and the widely used goal theory are examples of motivation theories that investigate various methods for meeting people's desires. Job satisfaction, perceived equity, and organisational dedication have all been identified as motivators (Schnake, 2007).

The experience an individual has inside a specific work environment and with leaders has a positive or negative impact on motivation (Gilley *et al.,* 2009). Substantial motives encourage strong attempts to complete the action despite significant obstacles. According to Kantner (1983), significant change necessitates a leap of faith into the unknown. The more emotional experiences a person has, the more receptive they will be to a proposed change (Huy, 1999).

Build Trust: (Dirks & Ferrin, 2001) opine that trust leads to more positive attitudes, greater cooperation, and higher performance (Jones & George, 1998; Mayer, Davis & Schoorman, 1995). The value of communication in the workplace can be determined, according to Cheney (1999). According to Chia, "trust and commitment are by-products of processes and policies aimed at making the interaction enjoyable for both parties" (2005). Through openness and compassion, effective communication can transmit trust (Mishra & Mishra, 2005). (Mishra & Mishra, 2005). Employees' faith in their bosses is expected to be influenced by organisational communication tactics and the organisation's upper echelon, as well as their dedication to the company.

Employee Commitment: Employee voice and argumentativeness are associated in communication studies, with the freedom to speak up about concerns and the ability to discuss the issues underlying these concerns. Employees' effectiveness and commitment are greatly determined by their knowledge and awareness of the company's strategic challenges (Tucker, Meyer & Westerman, 1996). Clear, accurate and honest communications, delivered across a range of media with high coverage and effect, are required to avoid confusion at any point during the transformation process (Abraham, Crawford, & Fisher, 1999). People committed to a vision, according to Pascale (1984), are more crucial than a well-thought-out strategy in successfully accelerating the change process. Communication with upper management and superiors fosters commitment and support. Sincere and effective communication styles among organisation members enable members to integrate the organisation by allowing employees to internalise the organisation's goals and standards. As a result, the dedication of those who work in this environment grows and as job satisfaction rises, employees contribute to the organisation's success. Miller (2003) also claims that achieving distinctive competence and achievement requires intense concentration and perseverance.

Tackle Queries of Employees: Employee information, change management and employee motivation must all be addressed through communication (Dolphin, 2005). Everyone in the organisation, at all levels, knows the need for change, what the changes are, and how they will impact the business and each individual's work.

Employee Participation: Employee engagement was connected with higher job satisfaction and better well-being, according to a study by Parker, Chmiel &Wall (1997). Individuals tend to report higher job satisfaction when they have the opportunity to provide input into how choices are made. Excellent companies, according to Hyo-Sook (2003), enclose management structures that empower employees' participation in decision-making.

Increased engagement in decision-making by lower-level employees has been found to improve the efficiency of the decision-making process, according to Heller, Drenth & Rus (1988). Employees who are involved in decision-making have better levels of satisfaction and loyalty to the company.

Employee involvement promotes workers' input into decisions that affect their well-being and the performance of the company. Employee involvement appears to have a favourable influence on change implementation and productivity, according to a growing body of studies. Relinquishing power and allowing employees to make decisions, in particular, produces positive outcomes (Risher, 2003). Persons who are given real opportunities to engage in change are more dedicated to its success because their suggestions are integrated into the change strategy (Kotter & Schlesinger, 1979).

Reduce Uncertainty: Knowledge about the motivations for change not only helps to reduce uncertainty and create readiness for change, but it also helps to reduce uncertainty. Effective change communication can be seen as a means of dealing with uncertainty (DiFonzo & Bordia, 1998). Employee uncertainty throughout change processes has ramifications for the individual employee as well as the environment in which that employee works. It is accompanied by concerns such as "will I still have a job after this change?" and "will I still have the same co-workers after this change?"

Build Community Spirit: Organisational communication is regarded as a crucial antecedent of the self-categorisation process, as it aids in the definition of a group's identity and the generation of a community spirit that meets organisational needs (De Ridder, 2003; Postmes *et. al.,* 2001; Meyer & Allen, 1997). Employee commitment to the organisation, employee faith in management and organisational identity are all examples of communication to build a community within organisations (Elving, 2005).

Job Security: Recent meta-analytic study shows that employees who perceive their positions as insecure have poorer job satisfaction, organisational commitment and a higher likelihood of leaving. According to previous studies, employees who stay on following a workforce decrease generally perceive their positions are no longer secure (Armstrong-Stassen, 1998). Organisations can take steps to mitigate the worst effects of job insecurity by giving accurate information and improving communication, providing retraining for alternative jobs and training their staff on how to manage with the stress that comes with it.

Add Feedback: Appropriate communications give employees with feedback and reinforcement during the change, allowing them to make better decisions and better prepare for the benefits and drawbacks of change. The organisational communication change paradigm is depicted in Figure 2. It depicts how numerous elements affect communication. Community spirit, trust, motivation, dedication, job security and involvement must all be

satisfied or strengthened in order for employees to grasp the concept underlying the change and adequately handle the demands. This leads to willingness to change, which leads to successful organisational change.
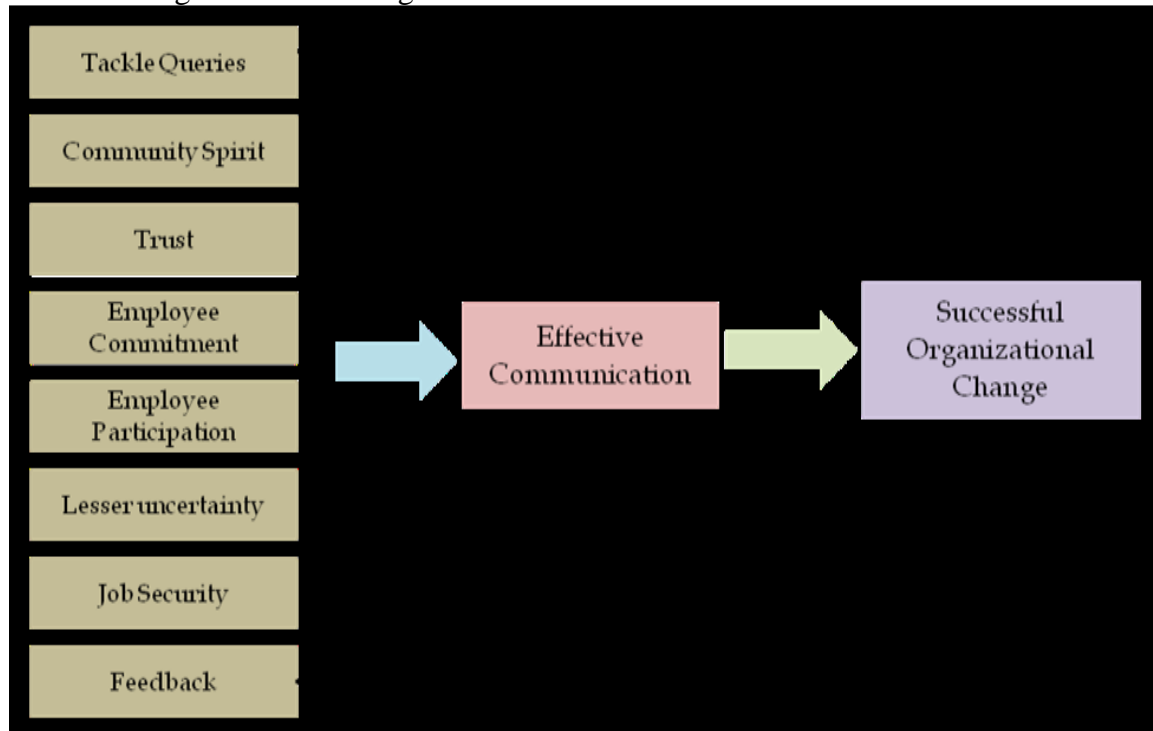

Figure 2: Organisational Communication Change Model. (Source: Husain, 2013).

Conclusion

The role of communication in business organisations is critical for successful change management. Employees, including leaders and subordinates, are critical sources for bringing about effective organisational communication reform. To motivate employees to make desired changes, firms must address their concerns and issues, such as fear of uncertainty and job instability, and a feeling of community must be built so that employees understand their duties. The necessity for change and its benefits will drive employees to participate in change initiatives, which should be carried out in a systematic manner.

Several variables, including as communication, support, collaboration with professional associations and others, must be considered for implementation through the creation of a step-by-step career path process in order to create a successful career path in organizational communication. If employee career pathing is integrated into a company's entire personnel management plan, it will be most effective. Career paths guide people toward the company's future competitiveness by aligning talent management processes and creating a link between job functions, required competencies and significant experiences.

Throughout the process of change, managers should ready to communicate not just once, but again and again. Let your staff be heroes by restating the mission, retelling the tale, and redrawing the map whenever difficulties occur. With synergy from both the manager and members of staff, organisation will be better prepared and driven to effect desirable change.

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