



Effect of Management Communication Pattern and Change Process on Organizational Commitment in Selected Research Institute in Southwestern, Nigeria

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ABSTRACT

The study examined the relationship between management communication patterns and change process; and organizations' commitment in selected research institutes in southwestern Nigeria. Multi-stage random sampling technique was utilized to select 198 (15%) respondents from 1,344 employees in different departments of the study organizations. Structured and pre tested questionnaire with Cronbach Alpha coefficient of 0.79 was used to collect data on socioeconomic characteristics of the respondents which was measured on ordinal and nominal levels; Pattern of communication, constraints and organizational commitment were also taken on standardized statements were measured on likert type of scale. Data collected were subjected to both descriptive and inferential statistics such as frequent counts percentages and mean scores while Pearson Correlation, linear regression and Analysis of variance were used to test the study hypotheses. Results revealed that 72.6% of the respondents were below the age of 50 years, the majority (64.5%) were male and 92.5% were married. It was also found that 52.5% and 79.0% had M sc. degrees and earned about ₦200, 000.00 monthly respectively. The trends of communication patterns in the study organizations were horizontal ($x=3.87$) follow by upward ($x=3.31$), downward ($x=3.16$), and diagonal communication patterns ($x=2.99$). The most constraints to communication process were status difference ($x=3.53$), Poor listening skills ($x=3.48$) and information overload ($x=3.41$). Employee were normatively ($x=3.43$) committed to the organization followed by continuance commitment ($x=3.21$) and affective commitment ($x=3.19$). In the tested hypotheses, results of person product moment correlation analysis revealed significant but negative relationships between family size ($r=0.20$, $p<0.05$), pattern of organizational communication ($r=0.00p<0.05$); and employees commitment to the organization. There was a significant ($p<0.05$) relationship between organizational change process ($r=0.58$) and organization commitment. Also, result of Analysis of Variance (ANOVA) revealed significant difference ($F=0.65$) in the pattern of communication operated in the different institutes selected for the study with the specific values of NIHORT ($X=67.62$), FRIN ($X=66.19$) and IAR&T ($X=65.99$) respectively. It is concluded that patterns such as horizontal, upward, and downward

communications in the study institutes have really enhanced the commitment of the employees to their respective institutes. Organization is therefore recommended to improve on diagonal pattern of communication in order to improve on task-related and periodic report process in the various departments. Lastly, organization should rectify constraints to communication process like status difference, employees' poor listening skills, inadequate trust and information overload.

Keywords: Communication Pattern, Change Process and Organizational Commitment

INTRODUCTION

Communications is made for Social, industrial and community Change. It is defined as 'a process of public and private dialogue through which people and organizations define who they are, what they want, what they need, how they can act collectively to meet the required needs, improve their lives and achieve their predetermined objectives. Communication supports processes of community and organization based decisions making that are required to make organizations more effective for organization's productivity (Robbins, Judge and Campell 2010). Organizational communication is very important. It comes in a few different forms (verbal and non-verbal), pattern such as upward, and downward, horizontal or lateral communication and is not done only through speech. Business organizations including agricultural institutes work with a wide range of teams and individual employees who are required to communicate through a variety of mediums to accomplish tasks. To be effective in operations, care is given to the tone and clarity of the messages regardless of the communication method. Communication describes concepts such as information or knowledge transfer, as well as concepts related to exchange the feelings and creative ideas (Semren, 2017). In the present prevailing context, all stakeholders in the business arenas must be communicatively competent, aware and ready to cope with rapid organizational societal change. During this information-intensive syndrome where downsizing, strikes, illegal activities, and bankruptcies dominate the headline of news, ineffective communication are capable of causing many problems that can affect relationships, productivity, job satisfaction, and employees' morale in the organizations. In any organization, communication failure do occurs



because of barriers like information overload, communication anxiety, unethical communication, bad timing, too little information, message distortion, lack of respect, insufficient information, minimal feedback, ineffective communication, and even disinterest or apathy. Lack of communication as well as ineffective communication may lead to withdrawal of partners and colleagues and hence, low commitment and productivities in corporate organizations and as a consequence, poor success in business arena.

Organizational success largely depends on the quality of communication, inside and outside organizational boundaries. To make organizational communication more successful, it is necessary for all participants, employers and employees to have adequate language skills, to conduct interactive exercises and to possess intercultural awareness (Jurkovic, 2012). It is believed that good communication in business organizations can improve organizational performance, decision-making process and commitment of employees in their contribution to organizational progress and job satisfaction. In this connection, communication is principally made to effect a positive changes in working organizations. Van de Ven and Poole (1995) believed that organizational change involves an empirical observations of difference in state or form over a certain time in an organizational entity. In a similar vein, Porras and Silvers (1991) argued that organizational change is activated by an environmental shift that triggers and generate responses when recognized by the organizations. Change consequently intends to alter specific key variables that furthermore influence employees and their work-related behaviours. Based on this, organizational change is understood as a process that occurs in an organizational setting where the aim of reshaping, altering or transforming is to move something from one state to another, with the intention of improving the organizational performance, productivity, or interaction with the individual or the external environment (Beer & Nohria, 2000). Change processes are therefore driven by several strategic considerations which include the need for more integrated ways of working and the need to improve business performance (Balogun and Hope Hailey, 2008). These

considerations typically result in structured change programs based on the assumption that change management consists of a limited set of interventions, which are regarded as objective, measurable and linearly manageable programs that can be realized in a relatively short time. It is against this backdrop that this research is evolved to assess the relationship that communication pattern and change process will have on organization commitment among the employees of Institute of Agricultural Research and Training, National Horticultural Research Institute and Forest Research Institute in Southwestern Nigeria.

METHODOLOGY

The study was conducted among the employees of selected research institutes in southwestern Nigeria. A multistage random procedure consisting of simple and proportionate stratified sampling technique was used to select varying numbers of respondents from different research Institutes. Out of the total of 198 sampled respondents from 1,344 constituting 15%, 59 respondents were selected from IAR&T, 91 from NIHORT and 48 respondents from FRIN. A validated structured questionnaire by professionals from the Department of Agricultural Administration and Agricultural Extension and Rural Development was utilized to obtain data from the sampled respondents. Also, a reliability test was conducted using 20 respondents from another organization. A Cronbach-Alpha test of internal consistency was conducted with Reliability Coefficient of 0.79. Socioeconomic Characteristics of the respondents was measured on ordinal and nominal levels. Communication, change process and organizational commitment were also measured on generated statement according to Dave, et al.,(2009); and Allen and Meyer (1990) respectively while constraints was taken on levels of severity. The data collected for the study were subjected to both descriptive statistics such as frequency counts, percentages and mean scores while the study hypotheses were tested with Pearson Product Moment Correlation and Multiple Regression Analyses to establish the relationship between the selected variables of the study.



Table 1: Distribution of Respondents from the Study Institutes

Institute	Department	Sampling Frame	Sample Size (15%)
IAR&T	Crop Production	187	28
	Agricultural Engineering and Environmental	145	21
	Biotechnology	71	10
			59
NIHORT	Agricultural Research System and Extension	340	51
	Human Resource Development	184	27
	Agricultural Administration	89	13
			91
FRIN	Forest Economics & Extension Services	112	16
	Administrative and Personnel	102	15
	Forest Conservation and Protection	114	17
			48
	Total	1344	198

Socioeconomic Characteristics of the Respondents

According to the results on table 2, the mean age of the respondents was 42.5, the majority among the respondents (72.6%) were below 50 years of age while 27.4% were between the ages of 51-60. It is inferred that respondents are young and will be vibrant with their job preferences and hence, will be commitment to their organizations. The result corroborates Kahn et al; (2013) who expressed that young employees tend to have more sense of obligation and vibrantly manage communication and hence, committed to their organization. Further on the table 64.5% were male, while 35.5% were female. This showed that organizations were more of male than female employees. Result agrees with Julie (2013) who opined that male employees enjoyed higher preference mostly in agricultural establishments. In marital and educational profile, majority 92.5% were married while 56.5% had M sc. degrees. Results imply that many of the employees were responsible and well educated. This affirms the position of Ayansina et al., (2020) that maturity and education enhances professional competency while Amangala (2013) attached higher qualification to more responsibilities and high job commitment. Table 2 also indicate that #165,346.17 is the mean income of the respondents with 79.0% earned #200,000 and

below. Income is a strong incentive. Therefore, an adequately paid staff is expected to be more loyal and committed to the organization.

According to the same table, 76.3% and 78.0% have 2-5 members in their families and had worked for 20 years or below respectively. This implies that majority of the employees have a sizeable family size and still young in the service to serve the organization for more years provided their wellbeing is insured. The results on family size is supported by Adepoju and Obayelu(2013) who declared 5 members as the reasonable and adequate size of family conducive to civil employment. Adeniji(2010) also reported that majority of workers in research institutes had less than 10 years of working experience. The variation may be responsible for recent recruitment in some Agricultural research institutes in Nigeria.

Table 2: Frequency Distribution showing Respondents Personal Characteristics (n=186)

Variables	Frequency	Percent	\bar{x}	S.D
Age of The Respondents			42.5	9.0
≤30	19	10.2		
31-40	77	41.4		
41-50	39	21.0		
51-60	51	27.4		
Sex				
Male	120	64.5		
Female	66	35.5		
Marital Status				
Single	14	7.5		
Married	172	92.5		
Religion				
Christianity	135	72.6		
Islam	51	27.4		
Educational Qualification				
Secondary	4	2.2		
OND/NCE	4	2.2		
HND/BSC	55	29.6		
MSc	105	56.5		
PhD	18	9.7		
Rank				
Junior	20	10.8		



Senior	166	89.2		
Monthly Salary			₹165346.17	65935.46
≤₹100,000	46	24.7		
₹100,001-₹200,000	101	54.3		
₹200,001-₹300,000	39	21		
Family Size			4.8	1.2
2-5	142	76.3		
6-9	44	23.7		
Work Experience			14.5	7.4
≤10	71	38.2		
11-20	74	39.8		
21-30	41	22		

Source: Field Survey, 2021

Organizational Change Process

According to the results in table 4, organizational change process was examined under the following indices: communication change process, participation and supervisor support. Communication Change Process with standard mean of ($\bar{x}=3.38$) was found to be the highest among other indices. The results under this indices according to the table was premised by good communication between project leaders and staff members about the organization's policy toward changes ($\bar{x}=3.60$), corporate management team keeps all departments informed about its decisions on changes ($\bar{x}=3.57$) and organization keeping members informed about changes regularly ($\bar{x}=3.47$) among others. This implies that employees are well communicated before implementing any changes in the organizations. This result is supported by Rezarta and Mimoza (2017) who asserted that, in order to prepare the organization for any change, it is important to engage in proper communication of the reason behind such change and what is going to happen after making or effecting the change process in the organization.

Participation being another indices in change process had a mean of 3.29. In line with the result, respondents expressed that changes are always discussed with all people concerned ($\bar{x}=3.68$) and department's management team takes account of the staff's remarks ($\bar{x}=3.42$). They also agreed that decisions concerning work changes are taken in

consultation with the staff who are affected ($\bar{x}=3.38$). Further on participation, it was also found that staff members were not only consulted about the reasons for changes ($\bar{x}=3.26$) but also sufficiently involved in the implementation of the changes by department's senior managers ($\bar{x}=3.03$) among others. The result implies that employees are actively participated in change process. The findings corroborates Nel, Swanepoel, Kristen, Erasmus and Tsabadi (2005) who posit that when employees are involved in the change process, it reduces resistance to change and therefore, saves time and resources for proper operation in the organization.

Lastly on the change indices is supervisors' support with grand mean of $\bar{x}=3.23$. This was rated to be the lowest compared to other change indices. Respondents agreed that the department's senior managers pay sufficient attention to the personal consequences that the changes could have on their staff members ($\bar{x}=3.52$), managers encourage employees to do things that they have never done before ($\bar{x}=3.41$) and respondents believed that If they experience any problems, they can always turn to their manager for help ($\bar{x}=3.34$). They also agreed that their department's senior managers coach them very well about implementing change ($\bar{x}=3.30$) even though their managers have trouble in adapting their leadership styles to the changes ($\bar{x}=3.06$). This implies that supervisors envisaged the positive and negative effects of change on employees and always ready to involve them and take necessary actions to protect the staff. This result support the findings of Logan and Ganster (2007) who stated that managerial support during change was related with less negative reactions and more readiness for meaningful change.

Table 4: Distribution of respondents according to Organizational Change Process

Statements	\bar{x}	S.D
Communication Change Process	3.38	
1. There is good communication between project leaders and staff members about the organization's policy toward changes	3.60	1.06
2. Corporate management team keeps all departments informed about its decisions on changes	3.57	1.09
3. I am regularly informed on how the change is going.	3.47	1.20



4. We are sufficiently informed of the progress of change.	3.45	0.81
5. Corporate management team clearly explain the necessity of the change	3.40	1.07
6. Information concerning the changes reaches us mostly as rumors.	2.76	1.28
Participation	3.29	
7. Changes are always discussed with all people concerned.	3.68	1.10
8. My department's management team takes account of the staff's remarks.	3.42	1.09
9. Decisions concerning work changes are taken in consultation with the staff who are affected	3.38	1.03
10. Staff members were consulted about the reasons for change.	3.26	1.03
11. Staff members are sufficiently involved in the implementation of the changes by our department's senior managers	3.03	1.21
12. The way change is implemented leaves little room for personal input.	2.98	1.16
Supervisor support	3.23	
13. Our department's senior managers pay sufficient attention to the personal consequences that the changes could have for their staff members.	3.52	1.06
14. My manager encourages me to do things that I have never done before	3.41	1.17
15. If I experience any problems, I can always turn to my manager for help	3.34	1.25
16. Our department's senior managers coach us very well about implementing change.	3.30	1.06
17. Our department's senior managers have trouble in adapting their leadership styles to the changes	3.06	1.06
18. My manager does not seem very keen to help me find a solution if I have a problem	2.75	1.26

Source: Field survey, 2021

Patterns of organizational communication

Communication patterns are structures in which communication flows in an organization. It is used to provide a systematic way of sharing important information from the bottom. This table 3 shows the profile of organizational communication and how they were operationalized with

the following indices; Horizontal, upward, downward and diagonal communication.

Horizontal communication: This refers to the transmission of information between people, department and units within the same level in an organization according to the result, horizontal communication had the mean of $X=3.87$. It was rated high by respondents. This is premised by colleagues offer to each other the required support when interacting ($X=3.95, 0.76$), there is good atmosphere between colleagues for work requiring communication/interaction ($x=3.92, 1.02$) and possibility of discussions of personal matters with colleagues if desired ($x=3.88, 0.88$). The results implies a good social support among employees with respect to horizontal pattern of communication. Robbins et al., (2010) confirmed that this type of communication within an organizational facilitates effective transmission of information and promote synchronization among peers.

Upward communication:- This involves the transmission of message from lower to higher levels of the organization, According to the results upward communication has the mean of $X=3.31$ And was reported high with respondents submitted that their superior make them feel that things said to him/her are really important ($X=3.69, 0.87$) They also conceded that their superior notifies them before any changes that affect their jobs ($X=3.68, 0.94$), Also, they have the freedom to communicate job frustrations to superior ($X=3.29, 1.15$). They also feel their ideas as flowing as they travel up the hierarchy ($X=3.28, 1.10$). This results shows that the management is favourably disposed to information coming from the base. Robbins et al., (2010) supports this idea as he declares that superior get the chance to know their subordinates feeling about their work, colleagues, and the institution in general.

Downward Communication: - This refers to the transmission of information from upper levels to lower levels of the organizations hierarchy. According to the result of the study has the grand mean of 3.15. This is premised by the respondents that superior expresses his/her confidence with respondents' ability to perform the job ($X=3.4, 0.99$), willing to tolerate argument and to give a fair hearing to all points of



views ($X=3.49, 1.16$), Provision of actual needed information to the employees ($X=3.38, 1.13$) and even though constructive criticism by the management is not always perceived in positive sense ($X=3.10, 1.09$). This results shows that superior not only confident in the employees but tolerate and give fair hearing but make provision for needed information for them to be committed. This is corroborated by Awad and Alhashemi (2012) who affirmed that when organization have employees with these qualities, it enhances performances and high commitment.

Diagonal Communication: - This described the communication pattern that crosses both levels and functions or department where staff members of different departments irrespective of their reporting relationship interact within an organization. According to the table, the results had grand mean of 2.99. This is supported by the following: Reduction in the managers' communication workload ($X=3.63, 1.01$), reduces chances of misinterpretation ($X=3.37, 1.19$). They also submitted that diagonal communication use diverse of jargon across functional department ($X=2.65, 0.94$) and creation of egoistic issues ($X=2.02, 1.03$). Meaning that diagonal communication is rarely used in organizations because according to Justyna Wasiolek (2020) diagonal communication reduces workers resistance to change, develop a strong organizational culture based on accepted values thereby making employees committed to their organizations.

Table 3: Distribution of respondents according to Pattern of Communication

Pattern of Communication	\bar{x}	S.D
Horizontal communication	3.87	
1. My colleagues offer me support when interacting	3.95	0.78
2. There's a good atmosphere between colleagues for work related communication / interaction	3.92	1.02
3. If I want I can discuss personal matters with my colleagues	3.88	0.88
4. I cannot but to give honest feedback to my colleague	3.76	0.88
Upward communication	3.31	
5. My superior makes me feel that things I tell him/ her is really important	3.69	0.87
6. My superior notifies me in advances of changes that affect my job	3.68	0.94
7. I can communicate job frustrations to my superior	3.29	1.15
8. I feel my ideas are filtered as they travel up the hierarchy	3.28	1.10

9. I'm safe in communicating "bad news" to my superior without fear of retaliation on his/ her part	3.20	1.09
10. I am afraid to speak to mind due to fear of reprisal	2.74	1.31
Downward communication	3.15	
11. My superior expresses his/ her confidence with my ability to perform the job	3.49	0.99
12. My superior is willing to tolerate arguments and to give a fair hearing to all points of views	3.49	1.16
13. Top management is providing me with the kinds of information I really want and need	3.38	1.13
14. Constructive criticism by the management is not always perceived in a positive sense	3.10	1.09
15. Managers are reluctant to hear the employees out, citing lack of time	2.80	1.07
Diagonal communication	2.99	
<i>Communication in this organisation;</i>		
16. reduces the manager's communication workload	3.63	1.01
17. reduces the chances of misinterpretation	3.37	1.19
18. use diverse jargon across functional depths	2.69	1.06
19. sometimes leads to information overload	2.65	0.94
20. creates ego issues such as ignoring feedback	2.62	1.03

Source: Field surveys, 2021

Employees' Commitment

Employees' commitment refers to the individual participation or attachment towards their organization. Table 5 presents the distribution of respondents according to their responses. As depicted in the table, commitment profile was categorized into normative (X= 3.43), continuance (X= 3.21) and affective (X= 3.19) normative commitment (X= 3.43) was higher than the rest and was premised by attributes such as 'employees must be loyal to his/her organization (X= 4.22,0.92), I feel sense of moral obligation to remain in the organization (X= 4.03,1.06) and that jumping around organizations is unethical (X= 3.50,1.23) among others'. This results show high commitment of employees due to moral obligation and sense of loyalty. This is supported by the findings of Jaros et al., (2004) who reported that a feeling of obligation to job enhances commitment. In continuance commitment with a grand mean of 3.21, this was mostly predicted by employees staying with organization as a matter of necessity (X= 5.35, 1.03), Costly to leave this organization (X= 3.37, 1.05) and possibility of no close alternative if leave (X= 3.22,



1.18) with this result, it is inferred that respondents are committed to their jobs due to cost attached and scarcity of the alternatives. The results is in line with Meyer et al., (2002) who posited that sense of belonging in an organization enhances commitment of the employees. While in Affective commitment ($X= 3.19$), employees were happy to spend the rest of their carrier in the organization ($X= 3.42, 1.03$), enjoying discussing their organization with other outsiders ($X= 3.34, 1.29$) and feeling that organization's problem is their own ($3.30, 1.11$) among other predicating factors. This shows a high emotional attachment to the organization. The findings corroborates with Meyer et al., (2002) who reports that sense of belonging in an organization enhances commitment of employees.

Table 5: Distribution of respondents according to their Commitment

Statements	\bar{x}	S.D
Normative Commitment	3.43	
1.I do believe that a person must always be loyal to his or her organization	4.22	0.92
2.One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	4.03	1.06
3.Jumping from organisation to organisation does seem unethical to me	3.70	1.20
4.I was taught to believe in the value of remaining loyal to one organization	3.50	1.23
5.Things were better in the days when people stayed with one organisation for most of their careers	2.95	1.20
6.I do not think that wanting to be a company man' or company woman' is sensible anymore	2.84	1.08
7.If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	2.79	1.30
Continuance Commitment	3.21	
8.Right now, staying with my organisation is a matter of necessity as much as desire	3.53	1.03
9.It would be too costly for me to leave my organization	3.37	1.05
10.One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	3.22	1.18
11.It would be very hard for me to leave my organisation right now, even if I wanted to	3.20	1.31
12.I feel that I have too few options to consider leaving this organization	3.13	0.89

Effect of Management Communication Pattern and Change Process on Organizational Commitment in Selected Research Institute in Southwestern, Nigeria

13. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice (another organisation may not match the overall benefits I have here)	3.11	1.22
14. Too much in my life would be disrupted if I decided I to leave this my organisation now	2.92	1.26
Affective Commitment	3.19	
15. I feel a sense of belonging to my organization	3.75	0.94
16. I would be very happy to spend the rest of my career with this organization	3.42	1.03
17. I enjoy discussing my organisation with people outside	3.39	1.29
18. I really feel as if this organisation's problems are my own	3.30	1.11
19. This organisation has a great deal of personal meaning to me	3.23	1.19
20. I do not feel emotionally attached' to this organization	2.65	1.38
21. I feel like I am not part of the family' at my organization	2.58	1.21

Source: Field survey, 2021

Relationship between pattern of organizational communication and employees' job commitment

Test of relationship was sought between the pattern of organizational communication and employees' commitment. As seen in table 7 result of PPMC revealed significant relationship between pattern of organizational communication and employees' commitment ($P=0.00p<0.5$) in the organization. This confirmed that the pattern involved in communicating the employees' really assist the employees to get committed to the institutes. Further on this, result of multiple regression also revealed that horizontal ($r=0.01p<0.05$) downward ($r=0.00p<0.05$) and upward ($r=0.00p<0.005$) communication explain 63% of the employees job commitment. This implies that horizontal, downward, and upward communication influences employees' job commitment positively in the selected institutes. This result is in support of Brunetto et al., (2012), that fostering an adequate horizontal, downward and upward flow of communication in any organization would influence high level of employees' commitment and further comfort them in their work place.



Table 7a: Test of relationship between pattern of organizational communication process and employees' job commitment using PPMC

Variable	R	p-Value	Decision
Relationship between pattern of organizational communication process and employees' job commitment	0.74	0.00	S

Source: Field survey, 2021

Note: p-Value is significant at 0.05 level (2 tailed)

S: Significant

Table 7b: Summary of regression analysis showing the relative contribution of upward, downward, horizontal and diagonal communication on employees' job commitment

Model	B	Std. Error	T	p-Value	Decision
(Constant)	14.357	3.68	3.91	0.00	
Upward communication	0.51	0.13	9.89***	0.00	S
Downward communication	0.35	0.19	6.29***	0.00	S
Horizontal communication	0.14	0.21	2.56***	0.01	S
Diagonal communication	0.03	0.14	0.53***	0.60	NS
R	0.79				
R ²	0.63				

Source: Field survey, 2021

Note: p-Value is significant at 0.05 level (2 tailed)

There is no significant relationship between organizational change process and employees job commitment

This hypothesis is set in order to establish the relationship between organization change process and employees' commitment to their organization. In doing this the hypothesis was tested using Pearson Product Moment Correlation (PPMC). Table 8a revealed a significant ($p < 0.05$) relationship between organizational change process ($r = 0.58$) and employees job commitment. It can be inferred from the result that organizational change process is related to employees' job commitment. However; the correlation value is positive and relatively strong. This implies that increase in organizational positive change process increases the level of employees' job commitment to their organization. This

corroborates the finding of Johansson and Heide (2008) who described positive change process in the organizational as a factor that increase level of employees' commitment. Zheng (2010), also declared that when individual are informed about changes before implementation, it improve their commitment positively. The hypothesis was further investigated with multiple regression analysis to determine the relative contribution of change indices: communication change process, participation and supervisor support on employees' job commitment. The result in Table 8b revealed a significant influence ($p < 0.01$) between communication change process and employees' job commitment with regression coefficient of 0.49. This indicates that one percent increase in communication change process increases 51% of employees' level of job commitment if other variables are kept controlled. Results from a study of Wanberg and Banas (2000) show that communication change process positively contributes to dealing with the organizational change, which increases acceptance of change and commitment. According to Simoes and Esposito (2014), communication that aligns with the change gains commitment among employees by decreasing their tendency to resist the change.

Also, there is significant influence ($p < 0.01$) between supervisor support and employees' job commitment with regression coefficient of 0.22 as shown in the table. This implies that one percent increase in supervisor support increases (78%) of employees' level of job commitment if other variables are kept controlled. In an organization where subordinates and supervisors have a healthy communication, the level of job commitment increases (Sundstro and Annika, 2009). From the analysis, the coefficient of determination (R square) equals 0.40 i.e. communication change process and supervisor support explains only 40% of employees' commitment leaving 60% unexplained. In general, communication change process and supervisor support influences employees' job commitment positively i.e. the more they exhibit those organizational change process, the higher the probability of employees' job commitment.



Table 8a: Test of relationship between organizational change process and employees' job commitment using PPMC

Variable	R	p-Value	Decision
Relationship between organizational change process and employees' job commitment	0.58	0.00	S

Source: Field survey, 2021

Note: p-Value is significant at 0.05 level (2 tailed)

S: Significant

Table 7b: Summary of regression analysis showing the relative contribution of communication change process, participation and supervisors support on employees' job commitment

Model	B	Std. Error	T	p-Value	Decision
(Constant)	32.17	3.48	9.24	0.00	
Communication change process	0.49	0.17	7.28***	0.00	S
Participation	0.02	0.16	0.38***	0.70	NS
Supervisor support	0.22	0.18	3.02***	0.00	S
R	0.64				
R ²	0.40				

Source: Field survey, 2021

Note: p-Value is significant at 0.05 level (2 tailed)

S: Significant NS: Not Significant

CONCLUSIONS

Organizations may not run smoothly and achieve a success without an effective and adequate communication process. In fact, the problem which happens within many organizations is mostly caused by communication gap among members and employees of the organizations. Good organizational communication can potentially stop and prevent misjudgment which may lead to withdrawal of partners and colleagues in corporate world. This study was designed to establish relationship between communication pattern and change process; and employees' commitment in selected research institutes in southwestern Nigeria. A scholarly research procedure was followed and the results reveals that majority of the respondents were young and well educated. The most embraced pattern of communication among the respondents

were horizontal followed by upward and downward communication while employees were normatively committed to the organization. Tested hypotheses revealed significant but negative relationship between family size and their commitment to the organizations it is however positive between patterns of communication, change process and their commitment to their organizations. Result of the analysis of variance revealed significant difference in the patterns of communication operated in the selected research organizations of the study. Organization is therefore recommended to improve on diagonal pattern of communication in order to improve on task-related and periodic report process in the various departments of the organizations

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