

## ROLE OF EMPLOYEE COMMUNICATION IN BUILDING ORGANIZATIONAL COMMITMENT: A LITERATURE REVIEW

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### ABSTRACT

*Employee communication has an important role to play in building organizational commitment. Management of an organization has to make timely and effectively interventions to ensure that the employee communication channels are efficient so that they facilitate organizational commitment. Different dimensions of employee communication have varying impact on organizational commitment. The types of communication structures also has a bearing on the levels of organizational commitment. This review paper synthesizes opinions of various authors on the concepts of organizational commitment and the role of employee communication on organizational commitment.*

**Keywords:** Employee communication, Literature review, Organizational Commitment

### Introduction

Significance of communication can't be denied in any everyday issue. Communication stayed main focus for various researchers throughout the long term and still it is. Hargie, Tourish and Wilson (2002) alluded inside communication as key component for the achievement of an association. A reasonable communication advances association commitment among the workers as they understand what association need from them (Byrne and Le May 2006). The blend of organizational communication, work fulfillment and association commitment is been tried and estimated by different researchers. Ruppel and Harrington (2000) featured the joined impact of moral climate and communication on fulfillment and development. Calabrese (2004) examined the nature of organizational communication and suggested that a more unpredictable model can be created to gauge the nature of communication and its impact on other organizational practices. Connection between organizational communication and occupation fulfillment is a significant part of organizational air and significantly affects work execution (Giri and Kumar, 2010). Muchinsky (1977) has pointed that more research is expected to examine other boundaries of communication. Researchers likewise examined the impact of workplace hands on fulfillment and association commitment however there is still space for research in it. Carnevale (1992) contend that

individuals in associations are given the essential significance yet significance of actual settings can't be denied in working environment. While examining the association's current circumstance impact on the preparation Kupritz (2002) reasoned that the working environment interruption influences the learning capacity of the representatives. A mindful workplace influences the occupation fulfillment, work execution and commitment of representatives similarly straightforwardly and by implication (Fu and Deshpande, 2013). Actual components of work place for example Furniture, seating positions, clamor, building structure and so on are the wellspring of inspiration or de-inspiration of representatives (Naharuddin and Sadegi, 2013). This paper synthesizes different views on the relationship between employee communication and organizational commitment with a review of studies from prior research.

### Literature review

#### *Organizational commitment*

There is a multiplication of foci, types, definitions and proportions of organizational commitment. For example O'Reilly et al. (1991) proposed three autonomous establishments speaking to isolate measurements of organizational commitment: consistence, ID and disguise. The consistence concentrate about the representative by tolerating the guidelines and impact of

individuals in power primarily to the advantage from them, regarding compensation and advancement. ID happens when a worker feel close association with his association to keep a self-definition relationship as the subsequent of want for the connection with the association. The segment disguise happens when there is value harmoniousness among workers and the association. Later in 1991, Meyer and Allen contended that the mental states reflected in the various meanings of organizational commitment are not totally unrelated, substantiated by Dunham et al. (1994), recognized three kinds of organizational commitment: affective, continuation and normative. They updated the order of O'Reilly and Chatman, by presenting the idea of normative commitment and incorporated the worker recognizable proof and disguise as affective segment of commitment, though consistence was authored as duration commitment. They characterized affective commitment as the representative's enthusiastic connection to, recognizable proof with, inclusion in, and satisfaction in enrolment of, the association, while duration commitment conceptualized as the expense related with leaving also, advantage related with proceeded with support and normative commitment is identified with the representative's sensations of commitment to stay with association. Workers can encounter these three parts simultaneously and to unmistakable degrees (Allen and Meyer, 1991). Affective commitment is characterized as worker passionate connection to, ID with, and contribution in the association and its objectives (Allen and Meyer, 1990). It results from and is prompted by an individual and organizational value congruency. People with a significant level of affective commitment keep on working for an association since they need to (Meyer and Allen, 1997). Arfat and Riyaz (2013) efficiently contended affective commitment has three components: individual and organizational value consistency describes as representative's conviction and in acknowledgment of organizational objectives and values; a fixation for assisting association with accomplishing its objectives; and a clear longing to keep up organizational participation out of decision. Been cardinal in nature,

affective commitment is more beneficial than different sorts of commitment (normative and duration) since what could be accomplished through longing can't be accomplished through impulse. Administrator appraised affective commitment has positive relationship and duration commitment has negative relationship with the potential and productivity of representative (Shore et al., 1995) confirmed by Meyer and Allen's findings that workers who demonstrated a serious level of continuation commitment were bound to procure helpless comments from their director on execution and potential. Notwithstanding, it has additionally been exhibited that it is the affective attributes that have most prominent effect on both negative result factors, for example, non-appearance and turnover (Dunham et al., 1994; McFarlane-Shore and Wayne, 1993) and related with positive organizational results too, for example, improved maintenance, participation, and resident practices, self-reports of execution, and target proportions of administrator evaluations of workers' presentation just as pointers of improved operational expenses and deals (Meyer and Allen, 1997). Subsequently, affective commitment, specifically, is viewed as generally gainful to associations (Meyer and Allen, 1997). That is the explanation affective commitment remains the prevailing measure in commitment contemplates (Mathieu and Zajac, 1990; Randall 1990). Associations need to guarantee that they have the nature of compassion and passionate knowledge to start affective commitment of their representatives' toward the association. This is advocated by Steers (1977) and Mottaz (1988), who distinguished variables which help make inherently compensating circumstances for representatives to be predecessors of affective commitment. These components incorporate, for example, seen organizational help or reliance (the inclination that the association thinks about what is to the greatest advantage of representatives when settling on choices that influence business conditions and workplace) and other occupation attributes like errand importance, self-sufficiency, character, aptitudes assortment and criticism concerning worker work execution and the degree that representatives are engaged with the objective

setting and dynamic cycles. All in all, affective commitment grows for the most part from positive work encounters, for example, work fulfillment and organizational reasonableness, and is related with attractive results, for example, more significant levels of organizational citizenship practices, and lower levels of withdrawal practices like non-attendance and lateness (Wasti, 2002). Normative commitment might be characterized as a commitment to stay with an association (Buchko et al., 1998). It very well might be the ensuing of a disguised standard, created by the individual before joining the association through the values intrinsic or other socialization measures, that one should be faithful to one's association (Arfat and Riyaz, 2013). It depends on commonly acknowledged principles about proportional commitments among associations and their representatives. Correspondence is an instrument fundamental commitment (Powers, 2000). This correspondence depends on "social trade hypothesis", which proposes that an individual accepting an advantage is under a solid "normative" (for example rule represented) commitment to reimburse it here and there. As indicated by social exchange theory people go into a relationship with an association in order to expand the advantages they acquire (Blau, 1964). Social exchange depends on a verifiable understanding among worker and the business, alluded to as a mental agreement (Rose, 2001). These mental agreements are administered by the standard of correspondence and have been appeared to assume a significant part in deciding organizational conduct (Garrow, 2004). Subsequently the receipt by the representative of something "well beyond" what they may typically anticipate from their boss, places them under a social commitment to reimburse it here and there (McDonald and Makin, 2000). Consistent commitment is the apparent expenses to the worker of leaving the association, and may incorporate the deficiency of advantages or position status inside the association (Allen and Meyer, 1990). Representatives with solid continuance commitment remain with the association out of personal circumstance (Alexander et al., 2010). Continuance commitment is a connection to an association dependent on a worker's attention

to the expenses related with suspending participation (Reza et al., 2010). It is dormancy of a worker to hold or close to the organizational participation and this dormancy has primarily two forerunners: ventures (saw penance) and absence of choices. Staying with an association will in general outcome from the aggregation of side wagers (ventures) an individual has made in the association which would be lost if the individual stopped participation in the association (Ko, 1996). Nonetheless, Meyer and Allen (1997) perceived that with the end goal for there to be continuance commitment among representative and association the worker should have the option to distinguish options. The penance subcomponent has a more grounded negative relationship with withdrawal cognizance and turnover goal than does the choices subcomponent (Mayer et al., 2002).

### ***Role of employee communication in building organizational commitment***

Organizational commitment characterizes the enthusiastic connection of representative with their organization; it holds a significant spot in the investigation of organizations. Bateman and Strasser (1984) gave an operational meaning of commitment that is "multidimensional in nature, including a worker's steadfastness to the organization, readiness to apply exertion in the interest of the organization, level of goal and value congruency with the organization, and want to look after participation". Scientists have recognized three unique kinds of commitment for example Emotional commitment, continuation commitment, and regularizing commitment (Meyer and Allen, 1991).

Organizational communication and commitment with organization are firmly identified with one another. Postmes, Tanis and Wit (2001) reasoned that despite the fact that representative feel submitted with their organization when they communicate with their colleagues yet commitment is all the more emphatically identified with the communication of top the board (vertical communication). Allen (1992) depicted that the nature of communication between top administration, administrators and subordinates

is emphatically and decidedly identified with the organizational commitment.

It has frequently been seen that communication makes the conditions for commitment, and thus should be viewed as one of its significant forerunners (Foy, 1994; Katz and Kahn, 1972; Meyer and Allen, 1997). Exact proof will in general help this presumption: One of the most striking discoveries of Mathieu and Zajac's (1990) meta-examination was the solid effect of communication. In reality, communication was the most grounded of all logical precursors detailed ( $r = .45$ ). Notwithstanding, shockingly just four investigations were remembered for their examination, and at that point just ones that zeroed in on fulfillment with one's bosses' connection. The strength of this impact, in mix with the questions concerning its power, in itself gives motivation to investigate the communication–commitment connection in more profundity. Notwithstanding, of more significance to us in the current examination is the thought that we might want to know a greater amount of what sorts of communication are especially acceptable indicators of commitment. All things considered, there is a striking error between the various sorts of organizational communication even in the moderately straightforward terms of sender, substance, and setting of communications.

Of the numerous potential differentiations between kinds of communication that can be made—and the one we center around here, halfway due to earlier research which is examined in more detail underneath—is a specific qualification among flat and vertical communication that catches the distinction between the two ways to deal with ID talked about above: distinguishing proof qua fascination and ID qua self-definition. This mirrors a qualification among casual and socio-passionate communications with proximate partners (when all is said in done the brunt of everyday organizational communication), and the instrumental and administrative organizational communication as rehearsed by (particularly) more significant level administration.

This origination of flat communication mirrors a portion of the attributes of the precursors of ID qua fascination. Based on current

advancements in organizational hypothesis, doubtlessly flat (casual and socio-enthusiastic) communication is viewed as significant for organizational inclusion (Foy, 1994; Smith, 1997). At the relational level, full of feeling socio emotional trades, for example, self-revelation are identified with connection and relationship improvement (for example Collins and Miller, 1994). In gathering research, positive substance and discourse convenience have demonstrated ground-breaking antecedents to social recognizable proof (Giles and Coupland, 1991). On the other hand, the origination of vertical communication as characterized above is accepted to greater affect distinguishing proof qua self definition, since vertical communication should help characterize what the organization rely on, as it is less clearly identified with the specific attributes of people inside the organization, and more agent of the organization overall. By improving the uniqueness, vertical communication would consequently make it simpler for individuals to distinguish themselves with the organization as an element (Ashforth and Mael, 1989). In whole, connection to a social gathering or organization could well be emphatically identified with even communication, in any event as per a few points of view on what ID is. As indicated by different viewpoints, recognizable proof is bound to be improved by vertical communication.

### Conclusion

Communication in the workplace is one of the signs of a highly committed organizational culture. Collective consideration of the literature reviewed leads us to conclude that there is a considerable connection among communication and organizational commitment. Notwithstanding, the connection between the two changes emphatically relying upon the sort of communication. Level communications (casual, with proximate partners, of socio-emotional content) are less firmly identified with levels of commitment at both organizational and unit level, than are vertical communications (key data and communication with the executives). Concerning organizational commitment, at that point, organizations will most likely be unable

to arrive at their social destinations simply by utilizing relational methods. Management of an organization has to make timely and effectively

interventions to ensure that the employee communication channels are efficient so that they facilitate organizational commitment.

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