COMMUNICATION AS STRONG CONNECTING LINK BETWEEN CHANGE AND EMPLOYEES' PERFORMANCE

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Abstract

Purpose – The paper will give an empirical framework for the study of impact of communication on employees' performance atthe time of change. What is the impact of communication on employees' performance? Is change always untidy and aching? These queries can provoke anyone to analyze the ways in which organizations communicate to change and its impact on employees' performance. So a research is necessary to investigate the impact of communication on employees' performance at the time of change.

Research approach – Present paper throws a light on how communication is related with employees' performance at the time of change. Paper includes independent variable communication which is further divided in sub variable Reality Orientation, Support orientation and SubordinateOrientation; on the other hand dependent variable is Employees productivity.

Findings –All the factor of communication is positively correlated with the employees' performance which shows that if information is real and accurate and timely, communication will build trust and dedication whichfurther increasesemployees' performance.

Keywords- Change, communications, Employees productivity, reality orientation, Support orientation and subordinate orientation

Paper type- Empirical Paper

Introduction

Many literatures on management have mentioned that change is the only thing which is continually constant. Day by day change is becoming very interesting and burning topic in the field of management and science, and researcher and academician are also focusing on exploring the concept that what are various variables of change that are contributing towards employees performance but still results are not coming in positive way. After many researches, researchers come to know there are various loops which create the failure of change, out of these communications is big driver which affect the Employees Performance during change.Present paper is an attempt to explain how communication plays an important role towards employees' performance during the time of change.Existing literature provides various variables of communication, but in present study only few variables have been integrated so that researcher can identify which sub variable has more impactful for influencing employees' performance.

Present paper is an attempt to explore the three questions what is relationship between Support orientation and employees productivity? Second to assess the impact of subordinate orientation and employees' performance and lastly identification of linkage between reality orientation and employees' performance during the change with the help of hypothesis testing. Findings show that various sub variables of communication have distinct effect on employees' performance during change.Coming section of study will explore about the extensive literature review on the basis of that conceptual framework has been drown. In next section description of methodology and approaches used for study will be discussed. After analysis of data findings will be drown and finally future scope of study will be discussed.

Literature Review
Organizational Change

As Per (Nicolaidis, 2007) "organizational change is a progressive and constant process rather than an interruption to business equilibrium "change needs to be steady in organization as it adheres more intricacy and occurs more rapidly in larger extent. Organizational changes provide a notable episode around which shared values, beliefs and meanings that are constructed, destructed, and tailored"(Nicoldaidis, 2007). (Kassim et al., 2010) stated that "Change is been affected by the nature of organisation. Change is defined as a sequence of events of how development and modification unfold". "Organizational change explains extensive changes such as reshuffle operation as in self-managed team, layoff, and modification in technologies, rightsizing and major collaborations". Laura (2007) elaborates that "the change not only influences the products and services, rather it also the organization as a whole such as continuous updation of equipments, retraining of employees, mergers and acquisition". Nicolaidis (2007) stated that "organizational change is bringing the new course of actions, beliefs and attitudes among considerable fragment of a population because of obstacles and opportunities that comes from the internal and the external environment".

According to Ye, Marinova, & Singh (2007) "for modern business organizations, change is very important because it helps them to stay alive with budding market demands and to stay competitive". "Implementation of strategic change is a dual sword as it simultaneously generates expected performance gain and unexpected performance loss" (Ye et al., 2007).

"Organizational change is frequently considered as necessary source to ensure that organizational strategies prolong to be feasible" (Maya, 2009). "At present organizational changes are becoming common in the workplace and embrace opportunities

for growth and development as well as the potential for substantial gain and losses" (Ye et al., 2007). "Change can be defined as initiative event which will stimulate an estimation process of Attitudes, Perception, Opinions and Emotions" (Isabella 1992). "In order to prolong growth, competition and survive in external and internal environments of business, Organization has to introduce change" (Liu, 2010). "Implementation of change in an organization enforces to alter people how they relate to one another" (Mowat, 2002).

According to Nelissen et al (2008), "the key objective of implementing the organizational change is to ensure that there is augmentation of buyer-friendly services and to expand cooperation between the departments. The objectives & result of the change will occur normally and can be informed to employees with the help of also team meetings, newsletter and intranets"."Change is a very exclusive process in every organization. It depends on the diverse work culture of the organization, nature, values, management, business and leadership style". According to Zabid and Sambasivan (2003) "Change may bring contentment, pleasure and advantages to some of the organization" .The force of organization change will persuade the performance of worker, the task performance and the perception. Mostly, employees create a perception of jobs based on the role that they have to perform" According to Beard (1991).

Communication

According to Osif (2010), Communication is exchange of information, ideas and facts. Communication can takes place with the medium of oral, electronic and written. A good communication skill represents that ability to give clear and effective understanding of subjects what he want to convey. Communication is acquiring skills which focus on how effectively you are listing to others ideas and accordingly you are responding. Communication may be viewed as transformation of idea and facts with verbal, electronic and non verbal communication between two individual. Some individuals use commonly held symbols or gestures for communicating effectively. Communication plays an important role in corporate (Flock, 2006). Communication is the behaviour of humans which represented in the form of message, that are being received a receiver (Flock, 2006).

According to Wanguri, (1995), Communication can be made in various forms medium such as climate of communication, horizontal communication, integration of organization and feedback of employees, communication with subordinate and lastly supervisor communication. Communication is directly related to better communication within an organization for increasing the performance of organization.Wang et al (2009) suggested that communication in a organization can be viewed in different for such as there are three kinds of speech which acts as the important way to decrease uncertainty associated with employee and enhance their potential, those are with employees' logic self worth as human resource and lastly for developing employees positive mind set which will be useful in guiding and motivating employees towards the work.

According to Carter et al (2007) communication is the important factor for the individual within the organization and outside of the organization for transformation of knowledge and information. Internal communication is focused on the concept of how employees can align their potential and attitude towards the organizational objectives. In addition, it two way communications occurs between employees and managers related to any issues or problems, which finally results in to the positive outcome of the employees' performance.

Communication plays a vital role in constructing relationship between employees and supervisor by communication building. They both will understand each other in better way. By this good understanding, employees will try to satisfy the supervisor with his performance. This type of experience gives employees to take a better and rational decision with his increased performance and will also improve the organizational productivity. Good relationship between employees and manager gives a strengthen to the organization as a result of it organization increase the communication effort within the organization and also provide training effort for enhancing the relationship between top middle and lower level employees as improve organizational performance (Rich, 2008).

Nikandrou et al (2000) during the implementation of organizational change communication plays important role, it reduce negative attitude of employees towards the change. In order to perceive the trustworthiness management needs an effective communication to concerns the employees. As a result of this a good communication is required between employees and organization so that management would able to drive out fear from the employees and make their perception and behaviour positive towards newly designed and implemented system.

Realityorientation

According to Nadler and Tushman (1997) reality orientation gives accurate, complete and precise information related to change. This type of communication medium works as reduction of fear associated with subordinates. According to Allen et al., (2007) inaccurate and little information about change creates too much disturbance and uncertainty among employees because the employees does not have any idea what are the various challenges and difficulties they have to face during the implementation of organizational change.

Subordinate-orientation

Armenakis and Harris (2009), this style of communication focus on potential benefit of organization as well as employees. Many studies focus on that subordinate have a problem hesitation to adopt new things because they believe that change will give only give result to organization and they have to suffer to that change, while they are not aware about benefits received by that change. As the reason of this subordinate orientated communication style adopt to reduce to fear associated to any change so they can give their extra effort and gain good result. This type of communication style only can adopt by making good and friendly relation with subordinate.

Support-orientation

According to Herold et al., (2008) when changes takes place an organization employees feel alone because they believe that management will not support them during the time of change. The main concept behind this type of communication strategy is that management always ready to give the opportunities to employees to come forward and do participate in every event and

management works as backbone for the event. The objective behind support orientation is that employees should feel secured and will to adopt new changes made by an organization. Management support gives employees confidence and decision making power which increase the commitment of employees during change.

Employees Performance

Employee Performance in the organizational environment is very crucial to analyse the company's success and productivity. According to Chien (2004) found that a booming organizations need personnel who are keen to do more than their normal job reach and contribute productive work which is beyond organisation's expectations. Furthermore, employees' Performance is also an impactful parameter in undertaking of the bendable productivity for raising the organizational effectiveness in competitive edgeenvironment (Aryee, Chen & Budhwar, 2004).

These days, many companies are going through some contemporary threats and requireputting more focus on improving employees' Performance (Bunhner, 2007) as cited in (Gruman & Saks, 2010). Therefore, company should concern on trending areas in the organizational in order to create a powerful impact on workers knowledge and skills to facilitate in the desired advanced economies. Hence, to involve the employees in effective productivity and work, management should change some criteria and should allow employees with more authority to design their job profile and roles. Thus, at the end, employees will be more satisfied and will discover new ways for performing their job that now fit according to their skills, needs and values. Besides, organizational rules and regulations as well as their daily practices need to interact well so that it can have a prior standard in employees' Performance (Gruman & Saks, 2010).

Some authors suggest that emerging service operation firms such as banking will now invest more resources and techniques for maintaining and retaining the long term relationships in the programs in order to increase job satisfaction and employees Performance(Karatepe et al., 2006).Nowadays front hand employees also play a crucial part in the organizational change, because they are the one who frequently interact with the end customers. Moreover, self-efficiency, competitiveness and effort are used to predict front hand employees productivity. Meanwhile, self-efficiency can have a strong impact on the motivational and emotional reactions of the employees' therefore this will help in boosting their confidence and make them more careful about their job.
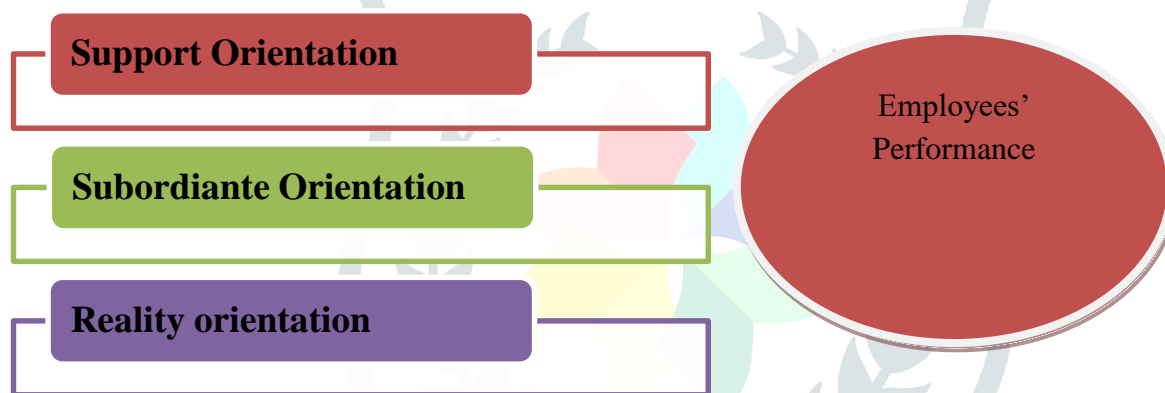

Fig 1.1 Conceptual Frameworks

There are various variables associated with communication which have a wide impact on employees' performance but in present study researcher includes only three variables of communication which is Support orientation, Subordinate orientation and reality orientation.

Hypothesis

$H_{01:}$ There is no significant relationship between support orientation and employees Productivity.

$H_{02:}$ There is no significant relationship between Subordinate orientation and employees Productivity.

$H_{03:}$ There is no significant relationship between reality orientation and employees Productivity.

Methodology

Sample and Procedures

The data has been collected from various IT companies of NCR between June 2018 to August 2018. 95 respondents were selected with multistage random sampling from various IT companies. Each employee has sent one questionnaire. Instructions and clarification has given to each employee orally at the starting of survey. 20 items are taken in questionnaire and 5-points Likert scale is used to measure the responses.As per the result of study changes takes place in following ways Introduction of new Technology (52%), changes in the roles and responsibilities or changes in organizational structure (11%), modification in HR policies (23%) and in Services (14%).

Results and Discussion

To identify the impact of Communication on employees Productivity, Pearson's correlation was examined and to test the relationship linear regression was applied. To test the reliability of the variables Cronbach's alpha was measured.

Table 1: Cronbach's alpha

S. No.	Dimensions	No of Items	Cronbach's alpha
1	Employees Productivity	5	.835
2	Support Orientation	5	.793
3	Subordinate Orientation	5	.902
4	Reality Orientation	5	.893

Table 1 shows the value of Cronbach's alpha is more .07 of each factor which shows that there is strong internal consistency among various factors.

Table 2: Pearson's moment correlation N=95

		Employees Productivity	Support Orientation	Subordinate Orientation	Reality Orientation
Employees Productivity	Pearson Correlation Sig. (2-tailed) N	1 .000 95	.688** .000 95	.879** .000 95	.939** .000 95
Support Orientation	Pearson Correlation Sig. (2-tailed) N	.688** .000 95	1 .000 95	.912 .000 95	.779** .000 95
Subordinate Orientation	Pearson Correlation Sig. (2-tailed) N	.879** .000 95	.912 .000 95	1 .000 95	.779** .000 95
Reality Orientation	Pearson Correlation Sig. (2-tailed) N	.939** .000 95	.779** .000 95	.779** .000 95	1 .000 95

Based on the table 2 it is found that the correlation between support orientation and Employee Performance is 0.688, between subordinate orientation and Employee Performance is .879 and between reality orientation and Employee Performanceis.939. Looking at the overall result, all figures show that all three variables have correlated with employee Productivity.

Multiple Regression Analysis

Table 3: Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798[a]	.637	.632	4.638

a. Predictors: (Constant), Support Orientation, Subordinate Orientation and Reality Orientation
b. Dependent Variable: Employees' performance
Source: Primary Data

Table 4 Beta Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.274	1.057		3.098	.002
	Support Orientation	.389	.080	.178	3.622	.000
	Subordinate Orientation	.413	.086	.209	3.759	.000
	Reality Orientation	.216	.075	.087	1.950	.005

The independent factors that influence the dependent factor can be expressed in this form:-
Y= a + b1X1+ b2X2 + b3X3 + e
Y= Employees' performance
a = constant
X1 = Support Orientation

X2 = Subordinate Orientation

X3 = Reality Orientation

b = regression of coefficient of Xi,

i= 1, 2, 3,

e = an error term, normally distributed of mean 0 (usually e is assumed to be 0)

Y (Employees' performance) = 1.274 + 0.389 (Support Orientation) + 0.413(Subordinate Orientation + 0.216 (Reality Orientation)

Result shows that the factor Support Orientation has significant influence on employees' performance. This indicates that every one unit increase in Support Orientation will result in increases in the employees' performance by 0.389.

Result shows that the factor Subordinate Orientation has significant influence on employees' performance. This indicates that every one unit increase in Subordinate Orientation will result in increases in the employees' performance by 0.413.

Reality Orientation also has positive influence on Employee Productivity. Results (t= 1.950, p= 0.00, b3= 0.216) shows statistically significant influence on 5% significance level. For every unit increase in Reality Orientation will have positive incremental change in Employee Performance by 0.216.

Conclusion

Present study tries to explore the relation between communication and Employees Performance with reference to IT industry. Study Shows that all the factor of communication is positively correlated with Employees Performance as the communication would be accurate and on time it increase productivity because it reduce the fear for losing job among employees. Study reveals that communication has wide positive impact on employee's Productivity, because right and accurate communication gives happiness, job contentment and the managers' outlook as well as dedication to provide a healthy environment with employee job satisfaction. Managers dedicated to make available positive and conducive environment follow practices of information communication and inviting inputs from staff. Communication with feedback mechanism across various levels in organization contributes effectively towards building a positive organizational climate and leads to employee contentment and Quality of work life.

Limitations and Future Directions

Present study gives a glimpse on how communication affects the productivity of employees but on the other hand suffers many constrains during the study. In present study emotional and affective dimension does not included which is important aspect of subordinate orientation. Another important aspect which present study does not included that many other dimensions of communication which also affects the productivity of employees.Second, as study basis on the cross-sectional study further longitudinal study can also take place. Longitudinal study gives a better understanding of the relationship.

In general, present study can go further by using the sample of other country as research is only based on Indian context.

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