

Effective communication stimulates outstanding organizational change

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ABSTRACT: *The successful management of change is vital to any organization in order to endure and flourish in the present highly competitive and continuously developing business environment. However, theories and approaches to change management currently available to academics and practitioners are often contradictory, mostly lacking pragmatic indication and supported by unchallenged hypotheses concerning the nature of contemporary organizational change management. Communication in the organizational communication and its various purposes. This paper is to distinguish and deliberate the consequences of effective communication during the process of managing changes in organizations. The paper also described about the objectives and their benefits. It reviews the literature studying the relationship between organizational change and communication. The advantages of successful communication related to improved efforts of employees to plan and execute change strategies are also discussed. This paper is deliberated about needs for each stage of the change process on the objectives and communication. As well, the numerous benefits and purposes of organizational communication are discussed.*

The paper offers a change communication model which identifies different variables expediting effective communication and finally ensuring successful organizational change. Similarly, it facilitates the aspects of communication which has proven to be useful for successful changes in business organizations. It would be significance in emerging their communication skills and inspire members of staff to establish enhanced results.

KEYWORD: *Organizational Change, Organizational Communication, Effective Communication, Organizations.*

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I. INTRODUCTION

The area of focus in management literature has widely related to the organizational change. In spite of the increasing prominence and study, many of the efforts to produce organizational change are unsuccessful. Current studies reveal that change efforts often suffer an unfortunate result. Successful communication of change demonstrates an understanding of the cycle of change, the importance of trust in the communication process, the essential personal nature of change, the necessity for continuous face-to-face communication, and a recognition that current global changes are symptoms of a shift in the human condition (Goodman, Holihan, Wilis, 1996). Some research indicates a failure rate of one-third to two-thirds of major change initiatives (Beer & Nohria, 2000); or may make the situation even worse (Beer et al., 1990). Researchers have found that at least more than half of all the organizational change programs do not reach the results which they intended to produce (Bennebroek et al., 1999). As for now, change recipients might be better denominated change participants, due to the active, and not passive, role they play in change (Balogun and Johnson, 2004). Poorly managed change communication results in rumors and resistance to change and enlarging the negative aspects of the change (DiFonzo et al., 1994). Alternatively, by recovering the etymological root of the word “communication” one can find the Latin word “communicatione” meaning to participate, to pool or to take common action (Simoes & Esposito, 2012). It is extremely important that the change message is communicated in a way that best reaches the target audience as change can always generate a variation of emotions in its recipients. DiFonzo & Bordia (1998) believed that communication is considered to be vital for the effective implementation of organizational change.

Latest studies about communication show that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction. In contrast communication failure may cause functionless results like stress, job dissatisfaction, low trust, decrease in organizational commitment, severance intention, and absence (Bastien, 1987; Malmelin, 2007) and this can affect organization’s efficiency negatively (Zhang & Agarwal, 2009). Communication is vital

to the effective implementation of organizational change (DiFonzo and Bordia, 1998; Lewis and Seibold, 1998). Communication during organizational change reduces resistance to change. Changes in the external environment where an organization exists will have an effect on the organization itself (Wrench, J.S, & Punyanunt-Carter, N., 2012). When resistance to change levels is low within an organization, the change-effort turns out to be more productive. The change plan is dependent of capacity of the organization to change the individual performance of each employee (Goodman & Dean, 1982). Since organizational change introduces variation of tasks given to individual employees, transmission of information to these employees on future change is an essential and integrative part of the change strategies. The objective of this paper is to focus on the role of communication while managing changes in business organizations. It appreciates the need for communication during organizational change. The strategies to make employees educate and understand the need for change is also described. The paper also aims at building a change communication model by identifying the various variables which affect communication process and resulting in successful organizational change. Argenti and Haley (2006) point out, for example that organizations need to align their communication messages to external and internal audiences, not only because it is professional and systematic to do so.

In this paper, we have chosen one of the government primary school in Malaysia. Sekolah Kebangsaan Bukit Balai (SKBB) or Bukit Balai Primary School is situated in Lenggong, a rural area of Perak. Known as Government English School Lenggong, as the first English School in Lenggong, it was developed in 1951. It was founded by the former Chief Minister; The Honorable Dato' Sri Haji Ahmad bin Said. The mission of the organization is to preserve a quality education system to develop individual potentials to meet the country's aspirations. Hence, the school strives to develop (advance or develop) the ability of every pupil to have their knowledge, thinking skills, leadership skills, bilingual skills, ethics and spirituality and national identity. This ability will be developed by the school with the preservation of good academic quality and high value. Whilst, the vision of the organization is to have a quality education educated people towards a prosperous country. For that reason, SKBB is an institution that provides a good knowledge of its quality, its high value which will produce or produce a group of educated pupils, a perfect study towards peaceful and prosperous Malaysia. The motto of the organization is "Knowledge is Virtue; SKBB Excellent". It is rather a small school with only 32 teachers, 8 supporting staffs, and 166 pupils. There are four strategic goals of the organization in targeting the pupils of the school, for instance succeeding high academic achievement, good characteristics, and high achievement of sport and extra co curriculum. Other than that, the school also targeting in exceptional management and leadership.

This organization also comprehends in collaborative, diversity, excellence, innovative, integration, and respect. Each of the values has its particular depiction. In terms of collaborative, the employees of SKBB all are approaches involving the co-operation and interaction of two or more individuals in planning, implementing and resolving any problems effectively. For diversity, the personnel will use a variety of approaches in teaching, learning and management practices. In excellence wise, all staffs will ensure everything done is vibrant. For innovative, the employees of SKBB should produce and use something new with teaching, learning and management approaches. As for integration, the staffs should be able to make the nature of honesty and sincerity as practice. For the final value, respect, all employees of SKBB are to practice the nature of remorse or accept the will and opinions of others. The current management has been changed from former since 2017. Since then, there are a few of changes in management and leadership. The organization is pursuing on achievement of excellent management performance and leadership. Among those are to achieve band 1 in 2019, 100% achieve at least Score 5 in Standard 4 Malaysia's Education Quality Standard (SKPM) in 2018, the school achieve excellent in audit report in 2018, and more than 80% parents' involvement in school programs in 2018. The school also aims to attain a few level of outstanding such as in school climate, effective communication, pupils' support in success, and togetherness in year 2018.

Since it provided leaders perception on the needs employees have when communicating changes, hence employees' communication preference is significant to this study. The leader would remain flexible as each of this organization's employee had different needs when it comes to communicating change. Meanwhile change may potentially deficiency the organization, more often than not, it may cause angst and tension among employees. The transition will make the change smoother and stimulate employees to sustain the organizational culture created by the previous leader hence employees' reservation during a change in leadership is vigorous. During the change occurred, employees' throughput rates were higher due to the lack of communication, which cause to panic and resistance to transform. The lack of communication from the leader gave live to whistle-blowers to lead gossip which arose the anxiety with the change. In a few months of the new leader's in office, the employees needed an elevation of effort to pull alongside with the change. Previous experiences have an effect on how the subordinates react and their reason for resilient. Resistant in change often seen as a negative phenomenon which specifies that change is considered to be greater to any other ideas or feelings. There were times during change implementation, the leader became diverted from completing tasks and fail to cogitate subordinates' emotions. Therefore, it resulted with lacking of the commitment from subordinates at all levels.

a) Organizational Communication

Organizational communication is challenging to describe. Richmond and McCroskey (2009) describe it as ‘the process by which individuals stimulate meaning in the minds of other individuals, by means of verbal and nonverbal messages in the context of a formal organization’. Spaho (2012) defines that effective communication in organization means also more and more employees realize that communication is a very important part of their work because a lot of work activities are based on teamwork among workers in different functional groups. Kreps, G.L (1986) defined that organizational communication as “social collectives in which people develop ritualized patterns of interaction in an attempt to coordinate their activities and efforts in the ongoing accomplishment of personal and group goals”. The primary objective is to inform the workforce about their tasks and the policy issues of the organization (De Ridder, 2003; Francis, 1989). Kreps (1990) defined organizational communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. Generally organizational communication has two objectives. Organizational communication is defined as “transmitting news about the work from organization to employees and through employees (Phattanacheewapul & Ussahawanitchakit, 2008). The second goal of organizational communication is to construct a community within the organization (De Ridder, 2003). The first goal of organizational communication should be to inform the employees about their tasks and about the policy and other issues of the organization. The second goal is communication with a mean to create a community within the organization. Roughly, a distinction can be made between organizational communication as a mean to provide information (“communicatio”) and organizational communication as a mean to create a community spirit (“communicare”; De Ridder, 2003).

Organizational communication is a preface for what happens within organizations. Deetz explains, “to think of communication as a way to describe and explain organizations. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). This is important as positive attitudes to change are vital in successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Elving and Hansma (2008) carried out interview research between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organization (Bolden & Gosling, 2006), communicating that change is difficult (Lewis, 2000). Meaningful communication requires a degree of ‘cognitive organizational reorientation’ (Van Vuuren & Elving, 2008) i.e. comprehension and appreciation of the proposed change. Bennebroek-Gravenhorst et al. (2006) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical.

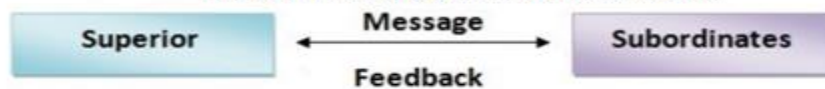
Some leaders expect their management team to communicate all changes to their teams who prefer to lead from the top down. Some leaders ensure the workflow does not change as to provide as slight information as possible to while others give as much information as they can to obtain acceptance from the employees. The employees of SKBB felt that the leader had an obligation to communicate change to them because their response was influential in helping employees become accustomed to the change. In order to help the organization’s employees to cope with the change, the leader also allowed the opportunities to communicate about their anxieties. The subordinates of this organization also being shared with confidential information of the organization. This is rather contradicted with the previous leader where by some of the confidential information were hidden from the employees. With this new leader, he shared the information and taken the employees’ views on certain matter into account. He was able to provide the information to alleviate the willingness during change. As a leader in the education field, conscious decision is essential to how he helps others cope with change, such as organizational reshuffle, new sources of competition, new technologies, mergers and procurements. Massive changes were occurred when the new leader ‘checked-in’ into the school. Hypothetically, different leaders have different attribution of leadership. People in organizations are highly alert to contradictions between actions and words; change communication works when it is relevant, aligned and consistent. The principal themes about change can best be translated into personal meaning when messaging flow from the top. In this sense, a conversation is the fundamental unit of communication. The leader composes an essential role in helping the subordinates to conduct effective conversations that will stimulate positive action.

Elving (2005) suggested that the information given by the organization about the change should address the reasons to change, and the worries employees initially will have. The information given by the organization usually comes from management as the sender, and with employees as the receiver of information. In this sense, common communicational theories of sender, message, channel, receiver and noise could be applied to this communication. Specific aspects are if the information of the change was in time, that the

information was understandable, that it contained no errors and so on. Elving (2005) proposed a conceptual framework to study communication in organizations experiencing change. Six propositions were developed that all simultaneously influence readiness for change. The level of readiness in this framework indicates the degree of effectiveness of change. The first proposition stated that low level of resistance to change or high level of readiness for the change is an indicator for effective organizational change. The second proposition stated that communication needs to inform the organizational members about the change and how that change will alter the individual's work. The third proposition advocated that communication should be used to create a community which will increase commitment, trust, and identification with the organization and management. The next proposal looked at uncertainty in that high levels of uncertainty will have a negative effect on readiness to change. The fifth proposition focused on the effect of downsizing creating loss of jobs and feelings of job insecurity affecting readiness to change. The last proposition was related to fourth and fifth propositions which stated that communication will show impact on feelings of uncertainty and job insecurity. According to Klein (1996), the communication strategy should coincide with the general stages of the change process and the relevant associated information requirements. Based on Lewin's change model (1951), Klein has identified the objectives and communication needs for each stage of the change process.

In order to understand organization and the patterns of communication within them, one of the perilous concepts is reversing. Eunson (2016) stated that vertical communication refers to sending and receiving messages between the levels of a hierarchy, whether downward or upward. Horizontal communication refers to sending and receiving messages between individuals at the same level of a hierarchy.

Figure 1: Horizontal pattern of communication



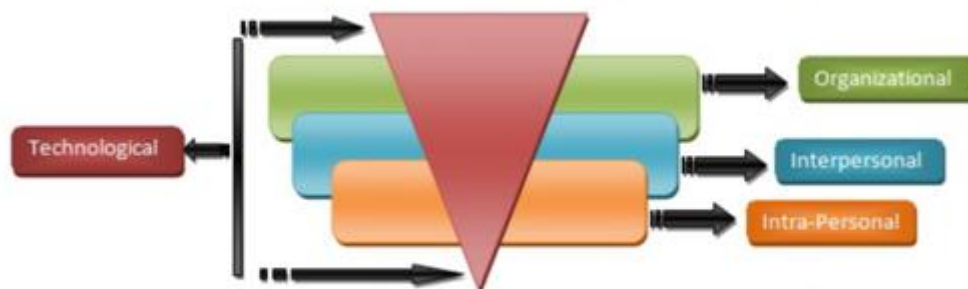
Source of bizcommunicationcoach.com

Figure 2: Vertical pattern of communication



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Figure 3: Thayer's organizational Communication Model



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Communicating during the reaping phase: The primary communication objective is to prepare employees and the organization for the change followed during this stage. This step is also identified as “equipping” the organization. Conflict will escalate at the same rate with how immense the change is and how much it affects the organization. However, it is much easier to overcome this resistance if the communication strategy is

designed to account for the initial resistance (Klein, 1996). It is significant to communicate the purpose of the change and what will occur and why ought to be carried out in order to equip for the change in the organization. The primary thing that ought to be communicated is the necessity for change, by pointing out the inconsistency between desired results and actual results. If the change is an organization-wide, this initial message should come from the top management of the organization. Although written communication followed by question and answers meeting has been proved to be an effective way of communication, face-to-face communication is important in this stage (Klein, 1996).

Communicating during the interchange phase: There will be a lot of organizational activity when change is being executed. The level of hesitation escalates and rumors will take place if most of the employees are not openly involved in the change process and uncertain of what is occur in the organization. Hence, communication in this stage is very essential and has the following purposes: to provide those not involved in the change execution with detailed and precise information of the circumstances; to deliver information about their roles in the change process for those who involved in the process with, besides knowledge about how the change will affect them, and their new roles and duties; and to terminate all the fabrication that is flowing through the organization. Because the change is beginning to have more tangible outcomes and some organizational impact, the communication should have a more specific character than in the first stage (Klein, 1996).

Communicating during the refreezing phase: To build structures and processes that provide the new ways has become the principal objective during this phase. During this phase, the communication of management should be able to rectify employees' enquiries regarding competency, relationship roles, rewards, and control. The concern of communicating with employees modify from the CEO and management, down the hierarchy to supervisory management. The information flow should be tangible, constant, and multidirectional, to facilitate the employees of having sufficient consideration of the personal inferences the change has. Because of the inevitable misunderstandings that may occur in this stage, communication should primarily concentrate on making public the success of the change and spread the word to employees (Klein, 1996).

Internal communication signifies the communication and collaborations between the employees and members of an organization. It has been recognized that effective and appropriate communication is a vital ingredient in the success of any change program (Kotter, 1995; Lewin, 1951). Traditionally, internal communication was defined as "communication with employees internally within the organization" (Cornelissen, 2008). Advanced technologies have made it easier to improve, develop, dispense and gather written documents, to exchange messages, collaborate and consolidate gatherings in spite of space and time vicinity. There are extensive utilization of Information Communication and Technology (ICT) in workplace. Machine learning platforms, Electronic mails, intra-organizational platforms, workplace collaboration tool, online workplace communication platform, enterprise-level project management tool, and online communication platform are few of the communication tools used to facilitates employees in relation to news and activities of organization. Deetz (2001) defines internal communication as "a way to describe and explain organizations". It specifies that communication is the vital process through which employees interchange information, construct relationship, and build ethics, sense, and an organizational philosophy. Stair and Renoylds (2010) defined that "as computers and other IS components drop in cost and become easier to use, more workers will benefit from the increased productivity and efficiency provided by computers. Yet, despite these increases in productivity and efficiency, information systems can raise other concerns. Organizations can increase employee effectiveness by paying attention to the health concerns in today's work environment. Many computer-related health problems are caused by a poorly designed work environment.

b) Objectives of Change Communication

Communication is important throughout the change process, and not just at the beginning; and it should be resourced accordingly, addressing, resistance, encouraging individual adoption and support, highlighting key issues, and sustaining momentum (Palmer, Dunford, Buchanan, 2017). Change communication should emphasis on addressing the disputes of employees and provide a humane touch. Communication researchers have described the purpose of communication content in a change process as: spreading a vision, readiness for change, but also on uncertainty (Elving, 2014), provide tools for accelerating the change process when creating common understanding on change reasoning and target (Ruissalo, 2015), gaining employee commitment (Kotter, 1995), involving employees by seeking their input into the content and process of the change (Kitchen & Daly, 2002), the improvement of communication during organizational change and hindrances to good communication practices (Christensen, 2014), overcoming barriers to change (Carnall, 1997), and challenging the status quo (Balogun & Hope, 2003). Few of the objectives of communication carried out during change management are as follows:

Confront Queries of Employees: In this way, communication contributes to increased job satisfaction for employees and better bottom line benefits for the organization (Hargie, 2016). Outstanding communication means that everyone in the organization, at all levels, what the changes are, comprehends the need for change, and how they will affect the business and each individual's work.

Employees Motivation: Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments (Rajhans, 2012). Motivation is the influence or drive that causes us to behave in a specific manner and has been described as consisting of energy, direction, and sustainability (Kroth, 2007). Communication is also proved to be an effective tool for motivating employees involved in change (Luecke, 2003). Employees contentment will escalate when open communication with management is taken place, thus employees feel obliged to reciprocate with increased performance. Organization communication scholars have shown that the adequacy of information provided by the organization has also contributes to an employees' job satisfaction which encourages the staff. Carlisle and Murphy (1996) suggests motivating others to communicate effectively and address employees' queries. As defined by Conrad (2014), employees like to be treated with respect and dignity, and, if a manager sets the tone and content of communications to do this, it will help develop a more productive and supportive workforce.

Motivation is a way of creating high level of enthusiasm to reach organizational goals, and this situation is accommodated by satisfying some individual need. Basically, motivation refers to achieving organizational main goals by satisfying individual employee's needs or demands (Haque, Haque & Islam, 2014). Motivation theories explore the numerous approaches to meet individuals' needs, including need theory (Maslow, 1954), Motivation-Hygiene Theory (Herzberg, 1959), expectancy theory (Vroom, 1964), reinforcement theory (Skinner, 1971), and the broadly used goal theory (Karoly, 1993). It has been shown that predictors of motivation include job satisfaction, perceived equity and organizational commitment (Schnake, 2007). The higher the level of emotional experiencing, the higher will be the level of receptivity to a proposed change (Huy, 1999). Motivation is either positively or negatively influenced by the experience an employee has inside a given work environment and with leaders (Gilley et al., 2009). Powerful motivations promote strong efforts to complete the action in spite of huge difficulties. Kantner (1983) stated that an important change requires a leap of faith into the unfamiliar.

Build Expectancy (Trust): The dominant perspective in literature (Dirks & Ferrin, 2001) is that trust results indistinctive effects such as more positive attitudes, higher levels of cooperation, and superior levels of performance (Jones & George, 1998; Mayer et al., 1995). Trust is described as confidence in a person's reliability and integrity (Morgan and Hunt, 1994). In the literature many researchers and change agents are interested to know the causes and impact of factors which can affect to employees for readiness to organizational change (Rafferty & Simons, 2006). Cheney (1999) suggested that values in the workplace can be evaluated by the role communication plays. Chia (2005) affirmed that "trust and commitment are byproducts of processes and policies which are designed to make the relationship satisfactory for both parties, such as open, appropriate, clear and timely communication" (p. 7). According to Shah (2014), during organizational change these conditions are appropriate because employees perceive trust in management and supervisors. Trust can be conveyed through effective communication (Mishra & Mishra, 1994) through openness and concern. As well as their commitment to the organization, communication practices within an organization are expected to have a significant encouragement on the degree to which employees trust their managers and the organization's top stratum. Shah (2014) also stated that employee trust in management and supervisors are significant and positively related on readiness to organizational change. Employees' resistance can reduce and accelerate the successful change process in the organization based on the trust approach.

Generate Community Spirit: The first and most important factor is having an effective line manager. In our work we have found that this is a bellwether measure, as it is a central indicator of effective communication in the entire organization (Hargie, 2016). Organizational communication is considered as an important antecedent of the self-categorization process, which helps to define the identity of a group and to generate a community spirit, which fits into organizational requirements (De Ridder, 2003; Postmes et al., 2001; Meyer & Allen, 1997). Communication to create a community within organizations shows in for instance high commitment to the organization of the employees, in trust of employees with management and in organizational identification (Elving, 2005).

Employee Commitment: As defined by Gustafsson (2012), high level of perceived empowerment, in combination with a seemingly healthy communication with colleagues and manager, can create a strong support

for a change and presumably make up for the negative impact that top-down communication, lack of participation and forcing change is maintained to have on employees' attitudes to organizational change. Communication studies find commitment is linked to employee voice and argumentativeness, which concepts involve freedom to speak up about concerns and ability to argue the issues surrounding these concerns (Gorden & Infante, 1991). Communication needs to be well managed so that at any time during the change process confusion is avoided through clear, accurate and honest messages, by using a variety of media with high coverage and impact (Abraham et al., 1999). Larwood et al., (1995) assures that people committed to a vision is more important than a well thought out strategy as they successfully accelerate the change process. The effectiveness and commitment of employees depends largely on their knowledge and their understanding of the strategic issues of the company (Tucker et al., 1996).

Allen (1991) verified a model of communication sources along with commitment and perceptions of support. Allen initiates that commitment and support comes from communication with top management and superiors. Genuine and operative communication styles among organization members facilitate members to assimilate the organization through internalization of the organization's objectives and rules by the employees. Consequently, commitment of the person who works in this atmosphere upturns and as the increase of job satisfaction, employee contributes to the intensification of organization's success. Miller (2003) also states that concentration and passionate dedication are necessary to achieve distinctive competence and success.

Employee Involvement: The most important elements to consider are people, their perspectives and their drive for success once a decision needs to take for a change. This can either become a leverage point or a stumbling block for team members. When management and employees join forces, a lot of talent is unsurprisingly ascending. Zafar, Butt & Afzal (2014) stated that through the careful application of certain employee involvement management techniques-a method called strategic management-an organization can overcome people's resistance to change and give them opportunities to take positive action. Employee involvement is conceiving an environment in which persons have an influence on decisions and activities that sway their jobs. It is not the goal neither is it a tool, as practiced in numerous organizations. Rather, it is a management and authority beliefs about how persons are most enabled to assist to continuous enhancement and the ongoing achievement of their work organization (Bratton & Gold, 2013). Hyo-Sook (2003) stated that excellent organizations enclose management structures that empower employees' participation in decision-making. According to Heller et al. (1988), increased participation in decision-making by lower-level employees has been found to have a positive effect on the efficiency of the decision-making process. Employees who participate in the decision-making process have higher levels of satisfaction and commitment to the organization. Involvement of employees increases motivation, ownership and commitment to the organization and ultimately it helps to retain your best employees and to create an environment for managing change (Bratton & Gold, 2013). Managers can help restore employee trust and commitment and help increase employee motivation by promoting employee initiative and even employee involvement in decision-making.

Involvement of employees increases workers' input into decisions that affect their well-being and organizational performance (Glew et al., 1995). Employee involvement communication systems are processes that enable the workforce to have a greater say in decision-making to varying degrees, with the concomitant loss of managerial prerogatives - an issue that can create conflict, as well as attempting to allay it (Beardwell & Holden, 1997). A growing body of research suggests that employee involvement has a positive impact on change implementation (Sims, 2002) and productivity (Huselid, 1995). Specifically, relinquishing control and allowing employees to make decisions yields constructive results (Risher, 2003).

Reduce Uncertainty: Klir and Wierman (1999) states that uncertainty itself has many forms and dimensions and may include concepts such as fuzziness or vagueness, disagreement and conflict, imprecision and non-specific. Research has indicated that change communication can facilitate openness and positive attitudes towards change to the extent that it effectively addresses employee uncertainty (Bordia et al., 2004). Information is not only a pre-requisite to the ability of influencing the outcomes (Terry & Jimmieson, 1999), but knowledge about the motives for change also facilitates reducing uncertainty and creating readiness for change. Effective change communication can be viewed as a way to manage uncertainty (DiFonzo & Bordia, 1998). A continued focus on strategic issues surrounding a change may in fact heighten employee uncertainty as they are not receiving the important job-relevant information, when changes are first announced. Consequently, employees are often left seeking additional job-relevant information through alternative sources such their supervisors or co-workers. Uncertainty of employees during change processes will reflect on the implications for the individual employee, or the environment that employee is doing his or her work in. It comes with questions like "will I still have a job after this change", "will I still have the same co-workers after the change", and "can I still do perform my tasks on the same way I used to do them". In this sense feelings of uncertainty are about the process of the change, the personal and social consequences of the change.

Job Security: Recent meta-analytic evidence demonstrates that employees who see their jobs as lacking security tend to have lower job satisfaction, less organizational commitment, and a stronger intention to turnover (Sverke et al., 2002). Prior research shows that those who remain after workforce reductions often believe their jobs no longer offer security (Armstrong-Stassen, 1998). The results of a cross-sectional study of 3881 employees from 20 organizations in Flanders and Brussels showed that organizational communication and participation were negatively related to job insecurity (Elst et al., 2010). Organizations can take measures to prevent the most negative impact of job insecurity from occurring by, by providing accurate information and enhancing communication, supplying retraining for alternative employment, and training their employees in how to cope with the stress created by job insecurity (Hartley et al., 1991; Heaney et al., 1994; Kets de Vries & Balazs, 1997).

Enhance Feedback: Appropriate communications provide employees with feedback and reinforcement during the change which enables them to make better decisions and prepares them for the advantages and disadvantages of change (Peterson & Hicks, 1996). Specifically, employee morale, teamwork and coordination between organizational members, responsiveness to employee input and facilitation of employee interaction, effective communication flow and freedom of speech, clarity and appropriateness of feedback and expectations from superiors, and productivity of meetings is associated positively with employee organizational identification (Kassing, 2000; Schrodt, 2002; Croucher, Long, Meredith, Oommen, & Steele, 2009). Though negative feedback does not inevitably lessen employees' contentment with leaders, however, leaders who provide positive feedback to their employees stimulate them and develop satisfaction with leaders.

Figure 4 illustrates the change communication model derived from the literature review. It shows the impact of numerous variables on communication. The level of expectancy or trust, involvement, motivation, certainty, commitment, job security and participation must be contented and augmented so that the employees may understand the idea behind the change and proficiently stated the needs. This will stimulate the commitment to change which lead to an exceptional organizational change. Future researches can be assessed the model analytically to measure the individual role and impact of each of the variables in providing applicable communication.

Figure 4: Change Communication Model



Source: Own author depiction

II. CONCLUSION

The paper has identified that the tenacity of communication during change in the organizations is vital for exceptional change management. It is apparent that change is a pervasive element that affects all the organization members. There is a clear consent that the pace of change has never been greater than in the current continuously evolving education environment. Therefore, the successful management of change is a highly required skill. When the employees are allowed and able to develop a shared diagnosis on what is wrong in the organization they will be more committed to change and work towards the set goals. This way change resistance could be turned into change receptivity. The employees are the foundations to bring about change in

organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it. It is a vital to enhance a two-way communication between the leader and the staffs. This had emerged in this organization when the leader discerns on the sound communication with his employees. Therefore, effective communication should be viewed by organizations as a significant factor during change in order to maximize the efficiency of employees involved; in resulting outstanding organization change in the process.

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