



# **“Impact of Communication on Employees during Organizational Transformation”**

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By

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## **Dedication**

This thesis is dedicated to my family, who have always been my constant source of support and encouragement. Their unwavering love and understanding have made this academic journey a rewarding and enriching experience.

I also dedicate this work to my professor and mentor, who have challenged me to push beyond my limits and inspired me to pursue excellence in my academic pursuits.

Finally, I dedicate this thesis to all the employees who have experienced the impact of organizational transformation. May this work contribute to a better understanding of the critical role that effective communication plays in facilitating a smooth transition and improving the employee experience.

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**ABSTRACT**

**IMPACT OF COMMUNICATION ON EMPLOYEES DURING ORGANIZATIONAL  
TRANSFORMATION**

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2023

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Organizational transformation is a process that involves significant changes in an organization's structure, processes, and systems. Such transformations are often initiated to improve the organization's performance, enhance its competitiveness, and adapt to changing business environments. However, implementing organizational transformations can be challenging and can lead to stress, anxiety, and uncertainty among employees.

Effective communication is crucial during this process to alleviate employee concerns, maintain their motivation and engagement, and facilitate a smooth transition.

The impact of communication on employees during organizational transformation is a critical area of research. The study aims to examine the effects of communication on employees during organizational transformation and how it influences their attitudes and behavior. The study also explores the role of different communication channels, such as face-to-face meetings, emails, and intranet portals, in shaping employees' perceptions and responses.

The study found that effective communication plays a crucial role in mitigating employees' negative reactions to organizational transformation. Employees who received timely and clear information about the changes were more likely to feel informed, engaged, and motivated. Communication helped employees understand the reasons for the transformation, the expected outcomes, and their role in the process. As a result, employees felt more in control of their situation, which reduced their anxiety and stress levels.

The study also found that different communication channels had varying effects on employees' perceptions and responses. Face-to-face communication was found to be the

most effective channel, as it allowed for two-way communication and personalized interaction between employees and their leaders. Emails and intranet portals were found to be less effective, as they were often generic and lacked the personal touch that face-to-face communication provided. The study also found that the style of communication and the Leadership behavior during organizational transformation also had a major impact on employees.

Moreover, the study found that communication should be a continuous process, and not just limited to the initial stages of organizational transformation. Ongoing communication helped employees stay informed and engaged, which reduced the likelihood of resistance and increased their commitment to the transformation process. Regular communication also helped identify and address any issues or concerns that employees may have had, which prevented the escalation of problems.

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## **CHAPTER I: INTRODUCTION**

### **1.1 Introduction**

**Connectcom** Ltd. operates as a supplier of telecommunications services across the Middle Eastern region. 2005 saw the beginning of operations for what is now the region's second largest supplier of telecommunications services (Corporate Communication, 2013). The company now has a market share that is more than 35% at the present time. The strategy and methods that the company chose to use were significant contributors to the growth and development of the company. The firm began its journey as a corporation with the tagline "innovate your world," which encapsulates the pioneering spirit of the organization as well as its passion for innovation. Executives inside the organization are of the firm opinion that failure to innovate and adapt the business poses a significant threat to its future expansion and development. The organization started a key initiative that mainly focused on transforming the company from a simple telecommunications organization into a more comprehensive solution and service provider in order to match the developments in the telecommunication industry and the rising demands for data communication over voice communication. This was done in order for the organization to be able to keep up with the rising demand for data communication over voice communication.

The Customer Care division is now undergoing changes that will cause it to transition from being just a "cost centre" to a revenue-generating centre that places an emphasis on contact centre services, client retention, as well as cross selling and up selling. In addition to that, the department is also leading the charge towards the digital transformation of how customers engage with businesses. Additional digital platforms, such as the Mobile App and the Chatbot, are now being made available. As a result of this, the transition of customer contacts from voice channels to digital and self-service channels will go more smoothly, and in the long term, costs will be reduced as a result.

The purpose of this study and the accompanying research is to investigate and get an understanding of the influence that the manner of communication, which is mostly either negative or positive communication, has on workers in the course of an organizational change. The employee behaviour and response to the change that is being implemented is mostly determined by communication, which plays an important part in this process.

Before making any transformative changes, management has to ensure that they are communicating the appropriate information at the appropriate time, since a large number of firms are now undergoing transition. Several studies, including Guffey and Almonte (2009) and Filho (2012), have highlighted the significance of change communication by managers and other supervising staff who are in a position to influence the behaviour and reaction of employees. These individuals are able to influence employees in a positive or negative way. It is considered that effective communication will lessen ambiguity over the shift, and it is related with high levels of employee adaptability as well as more favourable organizational results. On the other hand, unfavourable communication is seen

as a big contributor to the workers' feelings of unease and reluctance (Weihrich, Koontz and Cannice 2013; Lehman & DuFrene 2010; Holbeche 2009). According to the findings of a number of research studies, communication is an essential aspect of the change implementation process. Moreover, it is a critical factor that is at the heart of the change process.

This study gives an understanding on how the effective communication connects to good employee behaviour throughout the organizational transformation. The purpose of this understanding is to examine the aspects of both positive and negative communication on workers. It also focuses on gaining an understanding of how workers of two distinct departments (Information Technology (IT) and Customer Service in this case) perceive "transformation" and respond to change as a result of the varied types of communication that occur inside their departments. This article investigates the competencies necessary for the leadership and management of change, as well as the need of maintaining organized and transparent communication with all levels of staff members. In addition to this, it conducts an analysis of the significance of leadership and management alignment with regard to the communication of change across departments.

## **1.2 Background to the Research Problem**

All business must have a method for implementing change since it is a key act that enables the firm to stay up with the speed of the market dynamics (Abernethy, Bouwens and Van, 2010). In order to successfully implement it in the challenging environment, the communicators need to understand how to communicate effectively and positively regarding the business processes in order to convince the employees of the value and

significance of the changes. This is necessary for the successful implementation of it (Wehrich, Koontz and Cannice 2013). According to Finch (2011), in order for a company to maintain its viability and continue to expand, it must be able to continually adjust its operations in response to the rapidly changing business environment. The nature of the organizational reforms has shifted to become more strategic as a result of their influence on the organization's future (Liu, Akram and Bouguettaya, 2011). This indicates that leadership and management have a significant role in the planning process, although often having less interaction with workers on lower levels of the organization. Thus, this often results in a misalignment of the strategic goals of change and a failure to implement the changes that are sought (Guffey & Almonte, 2009). Walker (2014) and Woodman, Pasmore, and Shani (2009) state that the business vision, culture, technology, leadership, and systems are the most often encountered components of transformation. Changes that are expressly meant to improve organizational performance and make the firm more lucrative, successful, and likely to survive are being considered or implemented by management in many different companies. These changes are occurring in many different organisations. Communication is the most important aspect that helps build a bridge of understanding between those who want to implement change and those who are participating in the process of change (Abernethy, Bouwens and Van, 2010).

### **1.3 Purpose of Research**

The purpose of this study is to examine the impact of a transformation initiative undertaken by a European consulting firm on the employees of a customer care department. The study reveals that the transformation initiative has caused confusion,

doubt, and uncertainty among the department's 1,800 customer care staff, with 81% of employee posts on the internal forum related to this subject.

The study was conducted by analyzing the content of the department's internal forum, where employees share their thoughts and ideas about various work-related issues. The forum provides a platform for employees to discuss their concerns and opinions on different topics, including the ongoing transformation initiative.

The findings of the study indicate that the transformation initiative has had a significant impact on the employees' morale, job satisfaction, and productivity. The employees are struggling to understand the changes that are taking place and are uncertain about how these changes will affect their job responsibilities and career growth.

The study highlights the importance of effective communication and employee engagement in managing organizational change. The transformation initiative could have been better executed if the employees had been informed about the changes in a timely and transparent manner. The lack of communication has resulted in employee frustration and a negative impact on their well-being and work performance.

In conclusion, this study underscores the need for organizations to prioritize effective communication and employee engagement when implementing transformation initiatives.

It is essential to ensure that employees understand the changes taking place and are involved in the decision-making process to mitigate negative outcomes such as confusion, doubt, and uncertainty.

## 1.4 Significance of the Study

The fundamental reorganization of an organization in order for it to more successfully accomplish its goals is what is meant by the term "corporate transformation," which is an integral component of business strategy. To guarantee that all members of the workforce are on the same page, it is necessary to have a comprehensive strategy, an in-depth grasp of the company's aims and objectives, and good communication with those who make up the workforce. However, in some instances, despite the efforts that have been put in place, the personnel may not have a clear understanding of the function that is played by external consultants, and they may not be aligned with the strategic goal of the company. This may be the case even though the effort has been put in place.

In the example that was given, the lower-level workers in the Customer Service department were not given information that was both understandable and beneficial to them. The statement was disseminated by the Corporate Communication Team, in which they provided specific information on what is being done and when it would be done. They did not, however, give any more information on the reasons why this is being done or the implications of such a move on the workers in the organization. Because of this, the department entered a state of "panic," which eventually led to a greater rate of staff turnover.

The ability to communicate effectively is one of the most important factors in leading to the success of organizational change. It is the duty of the organization's executives to see to it that their staff members have a clear understanding of the objectives of the change initiative as well as the consequences of the adjustments that are being made. The

message should be straightforward, succinct, and delivered in a way that is simple enough for the workers to comprehend in its whole. In this situation, it is clear that the communication was ineffective, which led to unfavourable outcomes for the company. As a result of these outcomes, the communication failed.

The gap in performance between the departments responsible for customer service and those responsible for information technology draws attention to the significance of clear and effective communication. The head of the information technology department was able to communicate the shift in a clear and effective manner, which contributed to the creation of a favourable environment that fostered the acceptance of the change. It's possible that a number of reasons contributed to the effective communication that took place inside the IT department. Some of these elements include the clarity of the message, the use of suitable communication channels, and the engagement of the workers in the process of change. The absence of these elements may have led to the unfavourable result in the customer service department, but the presence of these factors may have contributed to the favourable outcome in the information technology department.

It is vital to explore the causes that led to the success of one mode of communication while the other resulted in substantial problems in order to avoid such bad effects. This is required in order to prevent such negative outcomes. It is possible that bringing in outside experts to help with the communication process is going to be important, as these individuals may have the necessary knowledge and experience to guarantee that the communication is successful. The research needs to additionally concentrate on the

communication channels that were used as well as the participation of the workers in the process of change.

Hence, it can be stated that the paradigm of efficient communication is an essential element that contributes to the accomplishment of organizational transformation goals. It is the duty of the organization's executives to see to it that their staff members have a clear understanding of the objectives of the change initiative as well as the consequences of the adjustments that are being made. The message should be straightforward, succinct, and delivered in a way that is simple enough for the workers to comprehend in its whole.

The gap in performance between the departments responsible for customer service and those responsible for information technology draws attention to the significance of clear and effective communication. It is vital to analyse the causes that led to the success of one means of communication while the other resulted in substantial problems in order to avoid unfavourable effects. This is required since it is necessary to prevent bad outcomes. The study need to centre on the communication channels that were used, the clarity of the message, and the workers' engagement in the process of transformation.

### **1.5 Research Purpose and Questions**

- a) What could be the potential impact of a negative and a positive message of change on the performance of a department and/or an organization?
- b) What is the role of Management (head of departments / Senior Vice Presidents) in unifying the communication process across all departments that would deliver a positive message of change?



### **Aims and objectives of the study**

The primary objective of this study is to investigate how workers in two different departments respond to the idea of "transformation" as a result of the varied modes of internal communication that exist within their own departments. Specifically, the study will focus on how employees in the marketing department and the human resources department react to the idea of "transformation." The purpose of this research is to identify the important factors that affect whether a change in an organisational structure is a complete success or a total failure due to poor communication. In addition to this, it intends to investigate the skills required for the leadership and management of change, as well as the extent to which the process of open and well-structured communication with employees at all levels of the organisation is required.

In the context of organisational change, the significance of having clear and effective lines of communication cannot be emphasised enough. Employees are more likely to experience feelings of confusion, anxiety, and frustration when there is a lack of clear and honest communication. As a consequence of this, it is of the utmost importance to determine both the variables that contribute to efficient communication as well as those that inhibit it.

The degree to which an organization's leadership and management are aligned is one of the most important aspects that will influence how well the firm will undergo change. It is of the utmost importance that the leaders and managers have a vision for the change that is congruent with one another and that they are able to successfully convey this

vision to their teams. The communication with the staff has to be transparent, succinct, and geared at giving them a feeling of direction.

In addition, the communication should be adapted to the unique requirements and issues that are being faced by the personnel. In the scenario that was described, the information was disseminated by the Corporate Communication Team; nevertheless, the lower-level workers in the Customer Care department did not find it to be useful nor did they find it to be understandable. This caused a state of fear, which in turn contributed to a greater percentage of employee turnover at the end of the day. In order to forestall the occurrence of such unfavourable outcomes, it is of the utmost importance to make certain that the communication is adapted to the unique requirements and worries of the workers.

The participation of staff members in the process of organisational transformation is yet another essential component of efficient communication. It is far more probable that workers will be engaged and dedicated to the process of change if they have the impression that their thoughts, ideas, and worries are being heard and taken into consideration. Participation of staff members in the process of organisational transformation may also provide useful information.

**The study aims to examine**

- a) The critical communication factors that should be addressed prior to implementing change in an organization.
- b) Employee perception of 'change' in the organization and their reaction to it.

c) The key factors of keeping employees motivated while the change is being implemented, through laying down a comprehensive communication strategy in order not to have any material impact on company's overall performance.

## **CHAPTER II:**

### **THEORITICAL FRAMEWORK**

Reorganizing an organization's operations, strategy, and culture in order to improve its efficiency, productivity, and ability to compete in its industry is the essence of organizational transformation. It is one of the most important variables that will determine whether or not an organizational transformation will be successful since effective communication makes it easier for employees to grasp the changes that are occurring and their involvement in the process. A great number of models and ideas have been developed in order to characterise the impact that communication has on workers in the course of organizational change.

Employees who are going through an organizational transition may suffer feelings of uncertainty, worry, and stress as a result of changes in their jobs, responsibilities, and the environment in which they operate. Good communication is one of the most important factors that may help workers adjust to changes in their working environment and mitigate the negative impacts of such changes.

Providing workers with clarity and openness on the organizational changes that are taking place is one manner in which communication may influence employees during times of organizational transformation. It is more probable that workers will feel educated and empowered when they understand why the business is undergoing change and how this change will effect the job they do. This has the potential to lead to increased participation and commitment to the process of change.

In addition, maintaining open lines of communication might assist workers in experiencing a sense of support throughout periods of transition. This might include not just disseminating information but also making it possible for workers to voice their concerns and consult with management about any queries they may have. Employees are more likely to have a favourable attitude about changes and to be encouraged to participate in the process of transformation when they have feelings of being heard and respected by their employers.

Building trust between workers and the business is another benefit that may result from effective communication. When leaders communicate in a way that is open and honest with their workers, it is more likely that employees will have the perception that the company has their best interests in mind. This might result in increased loyalty and dedication on the part of workers, which in turn could contribute to the successful completion of the transformation process.

Last but not least, effective communication among workers may assist to improve their opportunities for learning and growth. When leaders give information and resources to help workers in adapting to the changes, employees are more likely to feel confident and competent in their new responsibilities. This is because leaders are providing the knowledge and resources to support employees in adjusting to the changes. This may result in enhanced levels of performance and production, both of which are beneficial to the business as a whole.

In addition, during times of organizational development, good communication is an absolute need. Communication can help to mitigate the negative impacts of change on employees by providing clarity, support, trust, and opportunities for learning and development. Communication can also help to promote employee engagement and commitment to the process of transformation by providing these opportunities.

### **Social exchange theory**

According to the social exchange theory, there should always be communication going in both directions between workers and management. This should be the case at all times. In general, employees are more likely to respond favourably to messages that suggest the organization cares about them as individuals and wants them to succeed if the communications demonstrate that the organization cares about them. Furthermore, employees are more likely to respond favourably to messages that suggest the organization cares about them as individuals and wants them to succeed. According to this school of thought, employees should have a positive reaction when they receive signals from their employer that reflect the company's interest in their professional development. These signals should be taken as an indication that the company is interested in the employees' ability to advance in their careers. (Cook et al., 2013)

It is vitally important for there to be open communication between the management of an organization and the workforce when the organization is going through a time of transformation. Explaining the benefits of the changes and the ways in which they will

positively influence employees is one strategy that can be used to encourage the engagement of employees in the process as well as their acceptance of the alterations. This can also be done as a strategy to encourage employees to accept the changes. When employees believe that their managers care about them on a personal level, not only are they more likely to be satisfied with their jobs, but they are also more likely to be pushed to perform to the best of their abilities. This is because employees who believe that their managers care about them on a personal level are more likely to perform to the best of their abilities (Jais and Suat, 2022). This may be achieved via communication that shows how dedicated the organization is to the entire health and well-being of the employee.

On the other hand, the social exchange theory hypothesises that employees could feel a feeling of need to repay the company for its investment in their well-being if they want to maintain their employment. This sense of obligation is a central tenet of the social exchange theory. It is likely that the sincere concern that the organization has for the health and happiness of its employees is what motivates those employees to put in such long hours of work. At the time when a firm is going through a change, it is of the utmost importance to maintain open and honest channels of communication (Visnjic, Jovanovic and Raisch, 2022). This will guarantee that all staff are on the same page with respect to the changes that are being made as well as the possible repercussions that they may have. If you don't do that, you run the risk of having a terrible social encounter, which may have a detrimental effect on employee motivation and work satisfaction, as well as increase the possibility that employees will quit their positions. If you don't do that, you run the risk of having a poor social encounter.

When analysing the impact that communication has on employees who are experiencing organizational transformations, the social interaction theory may prove to be a useful paradigm. Effective communication that places emphasis on the benefits that will result from the changes and demonstrates a dedication to the well-being of the employees is necessary to accomplish the goal of establishing a pleasant social connection that encourages employees to accept changes and contribute to the success of the transformation process. This can be accomplished by demonstrating a dedication to the well-being of the employees. To achieve this objective, one strategy that may be employed is to lay a focus on the positive impacts that the changes will have on the workers and to demonstrate a genuine care for the employees' well-being. This is one way that can be used.

### **Lewin's Change Management Model**

The Change Management Model developed by Lewin is a well-known theoretical framework that examines the influence that communication has on workers while a company makes the transition to a new strategy (Hussain et al., 2018). Kurt Lewin was the one who came up with the model. The first step, known as unfreezing, is followed by the implementation of the changes, and then the organization is frozen once again. These are the three phases of organizational change that are covered in this technique. The process of defrosting may start once staff have an understanding of how substantial the



change is going to be and how soon it has to be accomplished. At this moment in time, it is of the utmost importance to maintain open channels of communication across the board.

If you have fruitful dialogues with workers while the defrosting stage is in progress, you may be able to persuade them of the significance of the shift, and you may also make them feel the urgency of the situation. When employees receive communication that is direct, concise, and consistent, it will increase the likelihood that they will comprehend the rationale behind the change as well as the new expectations that have been placed on them. In addition, the likelihood that they will comprehend the change will also increase the likelihood that they will accept the change. It is possible to increase employees' motivation to participate in a process and contribute to it by increasing communication with the employees and asking for their opinions and feedback through communication with the employees. This, in turn, increases the likelihood that the process will be successful (Adam, 2022).

At this period of upheaval and transition, it is of the highest significance to keep the lines of communication open. If there is consistent communication among employees that provides updates on the progression of the transformation, then the workers will have a greater understanding of how the success of the process as a whole is contributed to by their individual contributions if there is consistent communication among employees. Effective communication that fosters training and support for newly developed processes and procedures may help reduce staff members' resistance to change while

simultaneously boosting their excitement for the future of the organization (Kretser et al., 2019).

During the third phase, also known as "refreezing," the primary focus of communication should be on enforcing the newly created standards and ingraining those standards into the psyche of the company. This phase is also known as "refreezing." Communication that places emphasis on the positive outcomes brought about by the transformation and offers continuous support and resources for that workforce can be used to facilitate the readjustment of the workforce to the new state of affairs and increase the overall level of success experienced by the employees. This can be accomplished by providing the workforce with ongoing support and resources.

Lewin's Change Management Model provides a useful framework for analysing the effect that communication has on people who are a part of organisations that are experiencing change. This analysis may be carried out to determine how individuals respond to different types of communication. Companies that invest in effective communication that can be adapted to each phase of the transformation have a greater chance of achieving their goals of increasing employee engagement, reducing resistance, and ensuring the successful completion of the transformation. These goals can be achieved by investing in efficient communication that can be adapted to each phase of the transformation. All of these objectives are contingent upon the change being carried out in an effective manner.

**Social Learning Theory:**

According to this theory, an individual is able to pick up new behaviours by observing and copying the acts of other people. This is how the theory works. The field of social science has developed a model to explain this phenomenon. Employees have the opportunity to gain insight from the behaviours of leaders and peers who have effectively adapted to organizational change if there is clear and consistent communication about the adjustments (Brown et al., 2005). It's possible that workers who aren't in leadership roles would benefit much from this. It is possible to motivate and encourage employees to learn and adopt new behaviours through communication that highlights positive role models and provides employees with the opportunity to interact and collaborate with others who have successfully adapted to the changes. This can be accomplished by providing employees with the opportunity to interact with others who have successfully adapted to the changes. A second manner in which information interchange may boost output is by connecting workers with those who have already acclimated to the new circumstances.

An individual is more likely to adopt a new behaviour if they find the model believable, appealing, and personally relatable. Moreover, this increases the likelihood that the individual will adopt the new behaviour. Because of this, the likelihood of individuals changing their behaviour is increased. The communication that takes place throughout the transition of an organization should consequently prominently showcase trustworthy, likeable, and comparable role models to the audience. There is a potential that a video or some other form of media could be helpful in spotlighting these role models and making them more accessible to the employees of the company.

In addition, according to the social learning theory, the most effective means of fostering learning are both positive and negative social reinforcements. This hypothesis is supported by evidence from the scientific community (Dirani et al., 2020). Workers who are able to successfully adjust to the changes that are brought about by good communication in the setting of a company that is undergoing transition may be driven to adopt new behaviours through the use of feedback, recognition, and rewards. Staff members who have been able to adjust positively to the alterations in their working environment should be commended for their efforts. When employees are informed of the good consequences that might result from their attempts to adapt, such as higher job satisfaction, career progression, and better work-life balance, they are more motivated to learn and adopt new behaviours (Bagga et al., 2022). The results include a more healthy balance between work and personal life, happier workers, and enhanced prospects for advancement.

Hence, the social learning theory is an effective model for analysing the impact that communication has on employees all along the process of organizational change.

Investing in efficient communication strategies, such as providing appropriate role models, opportunities for social learning, and reinforcing new behaviours with rewards and recognition, can boost the motivation of employees in the workplace as well as their ability to learn and adapt to new situations.

Social exchange theory suggests that individuals in social interactions weigh the costs and benefits of their actions and make decisions accordingly. In the workplace, this

theory suggests that employees engage in communication that will result in positive outcomes for themselves and their colleagues.

At ConnectCom Company, the social exchange theory can impact employee communication in several ways. First, employees may engage in communication that is instrumental in achieving their goals, such as obtaining resources or advancing their career. They may also engage in communication that fosters positive relationships with their colleagues, which can lead to increased job satisfaction and productivity.

Moreover, employees may engage in communication that is more reciprocal, with the expectation that their communication will be reciprocated in kind. For instance, if an employee offers assistance to a colleague, they may expect that their colleague will offer assistance in return when needed.

In addition, social exchange theory suggests that employees may be more likely to engage in communication that is perceived as fair and equitable. If employees perceive that their communication is not reciprocated, or that others are receiving more benefits from communication, they may become disengaged and less likely to communicate effectively.

Overall, the social exchange theory can have a significant impact on employee communication at ConnectCom Company. By understanding the costs and benefits of communication, employees can engage in communication that is mutually beneficial and fosters positive relationships in the workplace.

### **Diffusion of Innovation Theory**

The goal of the Diffusion of Innovation Theory, which is a conceptual framework, is to explain how new ways of thinking and doing things spread throughout society. Both Elihu Rogers and Edwin Sutherland are credited with the development of the theory. When the Diffusion of Innovation Theory is applied to the setting of organizational transformation, it is advantageous because it describes the effect that communication has on workers throughout the adoption and dissemination of new ideas and practises (Kohles et al., 2013). This is one of the reasons why the theory is beneficial.

The Diffusion of Innovations Hypothesis states that the robustness of a society's communication networks is a crucial factor that plays a role in influencing the rate at which new ideas and practices spread across a population and how far they travel. Communication between workers within an organization can play an important part in facilitating the introduction of innovative concepts and procedures at any stage of a company's process of digital transformation. The establishment of a favourable attitude towards the changes can be facilitated by improved communication, which can also lead to increased employee understanding and comprehension of the changes.

Employees can be encouraged to adopt and support new practices and ideas through communication that focuses on the benefits of the changes and how they align with the organization's mission and core values. This type of communication can help encourage employees to adopt and support new practices and ideas. This can be achieved by placing emphasis on the significance of the alterations in relation to the more overarching goals and objectives of the company. It is possible to increase employees' motivation to engage in a process and contribute to its success by providing them with information that is

tailored to the specific requirements and preferences of diverse employee groups (Rumpel and Medcof, 2006).

Despite the fact that this is the case, the Diffusion of Innovation theory also suggests that a number of different factors play a role in the acceptance of novel ideas and practises.

The relative benefits, ease of implementation, and compatibility of the suggested adjustments are all relevant issues to take into account. As a result, it is crucial for businesses to make certain that their internal communications during organizational changes take into account these concerns and provide workers with the resources they require to properly implement the change. This step is necessary to ensure that the changeover will go off without a hitch.

Hence, the Diffusion of Innovation theory offers a helpful framework for analysing the impact that internal communications have on employees throughout the process of organizational transformation. Investing in efficient communication that highlights the benefits of the changes, is aligned with the organization's mission and values, and is tailored to the needs and preferences of various employee groups can increase the adoption and spread of new practises and ideas, as well as guarantee the success of the transformation process. Effective communication highlights the benefits of the changes, is aligned with the organization's mission and values, and is tailored to the needs and preferences of various employee groups. These messages are congruent with the goals and principles upheld by the organization.

### **Expectancy Theory**

The Expectancy Theory is a notable paradigm for understanding how humans make decisions dependent on their expectations of the results of particular courses of action (Van Eerde and Thierry, 1996). The theory was developed by Vroom in 1964. The Expectancy Theory is a valuable lens that may be used to view the impact that communication has on the behaviour of employees when an organization is going through a period of transition (Mayfield et al., 2015).

According to the Expectancy Theory, an individual's motivation to participate in the process of transformation is governed by his or her expectations about the repercussions of the acts that will be carried out as a result of those expectations. Communication with the employees that highlights the benefits of the modifications and how they connect to the employees' personal and professional goals can help raise the employees' excitement for participating in the process. Communication that outlines employees' expectations and provides feedback on their performance can help boost employee morale and confidence in their ability to positively contribute to the success of the transition. This is because communication helps employees understand what is expected of them and provides feedback on how well they are meeting those expectations.

According to the Expectancy Theory, however, the workers' enthusiasm may be influenced by their perceptions of how fair the findings are. As a consequence of this, it is vital to address the concerns that employees have regarding the fairness of the changes and the influence that these changes will have on their personal and professional goals through communication while the company is in the process of developing (Lengnick-Hall and Moritz, 2003). Many issues need to be resolved before the transformation of the



company can be considered complete. Communication that fosters employee participation and feedback from workers can go a long way towards bolstering workers' feelings of autonomy and control over the processes they are involved in. As a direct consequence of this, individuals may have a greater propensity to participate in the change and may consider the process to be more equitable.

Furthermore, according to the Expectancy Theory, the perceived ratios of an employee's effort to their performance and their performance to the outcome have an effect on the worker's level of motivation. It is possible to improve workers' perceptions of the effort-to-performance expectation by assuring them that they will be provided with the tools, training, and support necessary to effectively perform their jobs throughout the transition. This will help workers feel more confident in their ability to meet the expectation.

Establishing clear expectations and offering consistent performance feedback are two ways that you may help improve the impression that people have of the performance-to-outcome expectation.

In conclusion, Expectancy Theory is a helpful paradigm that can be used to analyse the influence that internal communications have on employees during times of organizational transition. Organisations are able to increase the motivation of their employees to participate in the transformation process and contribute to its success by investing in effective communication that highlights the benefits of the changes, provides clear expectations and feedback, addresses employee concerns about fairness, and provides the necessary resources and support. This type of communication can be achieved by investing in effective communication that emphasises the benefits of the changes,

provides clear expectations and feedback, addresses employee concerns about fairness, and provides clear expectations and feedback.

### **Communication Accommodation Theory (CAT)**

The purpose of the Communication Accommodation Theory (CAT) is to explain why and how people modify their communication style based on the social context in which they find themselves (Giles and Gasiorek, 2013). This can be done by looking at the social environment in which they find themselves. The application of CAT to the context of organizational transformation reveals the value of communication as a valuable instrument for elucidating the function of communication in shaping the responses of workers to a shift in the organization's priorities.

It is possible for an individual's communication style to either converge or diverge from the communication styles of other people, depending on the social environment in which they find themselves. Throughout the process of transitioning an organization, internal communications have the potential to either enable or encourage convergence and divergence. It is possible that effective communication will promote convergence by encouraging a sense of unity and shared objectives among employees, as well as by establishing a common vocabulary and a shared understanding of the changes. These factors can all be attributed to the fact that good communication will be established. With communication that addresses employee concerns and provides performance feedback, convergence can be improved, and employees' faith in their ability to make a positive contribution to the success of the transition can be increased as a result (Osborne and Hammoud, 2017).

In addition, CAT suggests that communication may increase divergence by drawing attention to the various individual characteristics that exist among staff members. If the communication fails to take into consideration the requirements and preferences of diverse employee groups or fails to address their worries about the changes, then the employees may feel as though they are being treated unfairly, and this feeling may be exacerbated. While an organization is going through a period of transition, it is absolutely necessary for communications to take into account the varied needs and preferences of employees and to address any concerns that they may have.

In addition to this, CAT suggests that people adjust their expressions while they are interacting with other people (Kramer et al., 2014). Communication during an organizational transition can assist in the formation of a good social identity among employees by putting an emphasis on the shared values and goals of the company, as well as the positive impacts that will result from the changes. The sense of ownership and control that employees feel over the process can be increased by communication with employees that encourages employee participation and feedback. Both the workers' sense of social identity and their commitment to the change will improve as a direct consequence of this.

Throughout the process of organizational change, the communication accommodation model offers a useful framework for analysing the influence that communication has on employees. Investing in communication that encourages convergence, accommodates the diverse requirements and preferences of the various employee groups, and prioritises the organization's shared values and goals is one of the most important things that companies

can do to boost employee commitment to the transformation process and increase the likelihood that the process will be successful.

**Elaboration Likelihood Model:**

The elaboration likelihood model (ELM) is a theoretical framework that postulates that an individual's capacity for active engagement in cognitive processing as well as their motivation, plays a role in how effectively they evaluate persuasive communications and come to conclusions (J. Kitchen et al., 2014). In other words, the ELM proposes that an individual's ability to actively engage in cognitive processing determines how effectively they evaluate persuasive communications and come to conclusions. In order for us to be successful in this endeavour, we make use of a device that is known as the Elaboration Likelihood Model (ELM). ELM is a beneficial method that may be used to get a knowledge of how communication affects the responses of individuals to organizational change. This can be accomplished by using ELM.

Those who are exposed to persuasive messages are said to participate in both core and peripheral types of cognitive processing, as suggested by ELM. Changes in attitude that are the consequence of central processing are more likely to be long-lasting since this type of processing requires a significant degree of desire in addition to the ability to comprehend information. Peripheral processing is characterised by a lack of drive and comprehension, and it results in less likely long-term attitude change. Peripheral processing is characterised by a lack of drive and comprehension. The lack of drive and comprehension that comes with peripheral processing is its defining feature. (Cacioppo et al., 1986)

Throughout the process of an organizational change, communication that is both clear and succinct can be an asset to the promotion of the centralisation of operations. This can be accomplished by drawing attention to the positive parts of the changes that are going to be implemented and by offering specifics on how those changes will be put into action. This can be accomplished by putting an emphasis on the positive effects that the modifications, once adopted, will have on the organization as a whole. Employees may be motivated to participate more actively in the process of transformation if they are provided feedback on their performance as well as the goals they have set for themselves and how well they have achieved those goals. It's possible that this will lead to centralised processing as well as a shift in perspective that will be more permanent. Employees not only experience an increase in motivation as a result of receiving information that caters to their concerns and allows for employee participation as well as feedback, but they also become better equipped to contribute to the central processing of the organization as a result of receiving this information.

Although ELM recognises the importance of central processing in influencing beliefs and behaviours, it also argues that insufficient communication can drive peripheral processing by using superficial or irrelevant signals to influence beliefs and behaviours. This is despite the fact that ELM acknowledges the significance of central processing in this regard. Despite the fact that ELM recognises the importance of central processing in having an effect on these elements, this is the case. It is probable that this will occur as a result of using hints to influence the ideas and attitudes of other individuals. Employees may base their revision judgements on variables such as the status of the communicator

or the emotional tone of the communication if there is inconsistency or a lack of depth in the information that is being provided to them. For example, if there is a lack of depth in the information, employees may base their revision judgements on the status of the communicator. As a consequence of this, there may be less resistance to the process of change, and as a consequence of this, there may be a less harsh mental adjustment.

When people have the impression that the persuasive message is pertinent to them on a personal level, not only are they more likely to participate in central processing, but they are also more likely to be persuaded by it. Connecting with employees during a period of transition in a firm can aid those employees in preserving a feeling of personal relevance by calling attention to the ways in which the changes will affect their one-of-a-kind aims and aspirations (Griffin et al., 2016). By informing employees of the various opportunities for participation and contribution in the process of change, it is possible to strengthen their sense of personal significance and commitment to the change process.

Hence, this a helpful framework that can be used to evaluate the influence that communication has on employees while an organization is through organizational transformation. Investing in efficient communication that encourages centralised processing, takes into account the needs and preferences of employees, and emphasises the individual relevance of the information is necessary for businesses that want to increase employee commitment to the transformation process and ensure its success.

## REVIEW OF LITERATURE

## **Introduction**

In spite of the fact that a great number of studies have been carried out on the topic of organisational change, the researcher has only come across a relatively small number of studies that have really concentrated on the relevance of communication throughout the process of change. Throughout the process of organisational change, very few studies have been carried out to investigate the behaviour of employees and their reactions to successful and inefficient forms of communication (Muema 2013; Halkos, 2012; Wikoff 2013). Scholars of communication do not seem to have thrown much light on the many facets of employee cynicism in the company, nor on the role that communication processes and variables play in the change of organisations. This chapter takes a look at a few different ideas that pertain to change management and emphasises the significance of communication throughout the process of change management.

There are many instances of organisational reform initiatives that have been unsuccessful (IBM Global Study, 2008). Authors that have conducted research on the factors that led to the successes and setbacks experienced throughout the process of implementing organisational change provide a variety of points of view in their contributions (Hamel and Richardson, 2001). According to the strategic management viewpoints, the reasons why changes fail to take effect include a lack of sufficient support, as well as technical and political challenges that impede the application of organisational policies by those who are executing the change. On the other hand, according to the concept of leadership and power, failures in organisational change are attributed to poor relationships and insufficient communication between the individuals responsible for implementing the

change and the people who are impacted by the change itself (Wiggins, 2009). According to the structural viewpoints, such as those of Kiefer (2002), the technologies and the division of labour are the primary causes for the challenges and difficulties that arise while attempting to achieve successful transformation. The cultural perspectives investigate the reasons for change resistance in the organization's customs, values, institutional arrangements, and rules, which restrict people's ability to adopt alternative behaviours and interaction patterns. These findings point to the habits, values, and rules as the primary sources of change resistance (Kiefer, 2002). Employees from Connectcom come from a wide variety of ethnic backgrounds and backgrounds. The way in which cultural variables are accounted for has a significant impact on how changes are carried out. It is quite intriguing to Lehman and DuFrene (2010) that, despite the favourable views towards changes, some workers find it difficult to embrace change and, as a result, produce a negative atmosphere against the direction of change. This may be explained by the fact that certain individuals have a difficulty with the adoption of systems that put their employment at danger as well as those that produce conflict among the workers, which ultimately results in a lower level of productivity, employee turnover, and poor staff morale (Lehman & DuFrene, 2010).

Cummings and Worley (2014) discuss the preparedness of a company for change in their article. According to them, every kind of change that takes place inside the firm would always make the employees feel uneasy and raise their level of anxiety. They go on to say that whenever people's methods of operation are altered in a direction that is unknown to them, there is always a significant level of resistance. According to



Cummings and Worley (2014), the "ungluing" mentality may be avoided if changes are communicated in the most effective manner. Polsky and Gerschel (2010) and Walker (2014), who claim that the process of change often produces an initial shock, which is followed by denial and fury, both stress the sensation that is underlined by these authors. Polsky and Gerschel (2010) recognise that communication plays an essential role in developing acceptability among the workforce. This is consistent with the findings of Cummings and Worley (2014).

According to the psychological viewpoints, problems with change are linked to a lack of motivation among workers and to a need for security, predictability, and consistency. According to Boonstra (2008), each of these viewpoints emphasises the fact that the barriers to change are mostly attributable to the actions of individuals within the organisation as well as the structure of the organisation itself. D'Atri et al. (2010), on the other hand, emphasise that a number of different intervention strategies may be employed to overcome the hurdles and to enable a seamless transition from one condition to another. For example, Chapin (2008) proposes that critical intervention tactics that may be employed to guarantee successful change implementation include participatory policy creation, breaking politics, and restructuring business processes (Kaplan & Harris-Salamone, 2009; Boonstra, 2008; Chapin, 2008; Sartain & Schumann, 2006).

### **Determining the Meaning of Organizational Change**

There are many different ways to define what is meant by the term "transformation" in the context of companies. Polsky and Gerschel (2010) and Lehman and DuFrene (2010) define organisational transformation as a process that is aimed at assisting members to

address various aspects of processes such as awareness of purpose and vision. Polsky and Gerschel (2010) define organisational transformation as a process that is aimed at assisting members to address various aspects of processes. It is a process that enables the transition into a new state of being or that allows for its emergence. Both Hill & Jones (2011) and Rhodes & Lilley (2013) indicate that transformation recognises the dynamics of paradigm shift and builds up pressure to replace old settings with new ones. Hill & Jones (2011) and Rhodes & Lilley (2013) also explain that this phenomenon occurs in organisations. Verbs such as admitting, building up pressures, unearthing, and making aware what is at the unconscious level are examples of how Rhodes and Lilley (2013) describe the organisational change (Chapin 2008).

It is possible that Walker (2014) gives a more transparent definition of organisational change. In addition to the explanation provided above, transformation is described by Walker (2014) as the process of supporting an organisation and its members in discovering the presence of several realities and developing their capacity to pick a reality that meets their criteria. Rhodes and Lilley (2013) provide a description that provides a summary of the descriptions that came before it. He describes transformation as the process that includes identification, redefinition, and clarity, as well as aiding to make choices that help facilitate the process of creating new reality. He says that transformation is the process that leads to new realities.

According to Polsky and Gerschel (2010), change is an essential component of both personal and organisational life. Civic life is also affected by change. That is something that companies will never stop looking for, and when it is not adequately articulated to

individuals who are engaged, they often encounter resistance. According to Chapin (2008), change is a way to solve major concerns connected to policy, legislation, governance, philosophy, and the distribution of information and resources. He thinks that change serves as a means to do so.

Nevertheless, D'Atri et al. (2010) pointed out that the meaning of the term "change" might be used to signify a number of different things that are mutually exclusive. For instance, it may allude to clients, internal shifts in business procedures, shifts in strategy, or even the external technological environment. In general, changes are used to characterise the common ideas, practises, and values of organisational actors as they react enthusiastically to shifts in the operating environment of the company (Boonstra 2008). The description takes into account the fact that the changes that are proposed might be either minor or significant. It's possible that it will include a large corporate reorganisation that will have an impact on all of the organization's employees, or it might involve more controlled organisational changes that would only have an impact on a select group of employees. According to Rhodes and Lilley (2013), the factors that determine whether or not the change initiatives are successful include the manner in which the changes are launched and conveyed.

### **Concept of Organisational Change and its Impact on Employees**

The transformation of an organisation is a key process that companies go through to boost their competitiveness and ensure their continued viability in the fast-paced and ever-changing modern business environment. Nonetheless, it often includes considerable changes in the workplace, which may be difficult for workers to adapt to. It is essential to

maintain open lines of communication during this process in order to guarantee that staff are kept informed, actively involved, and fully dedicated to the transition. In this review of the relevant literature, we investigate the effect that communication has on workers going through organisational change.

It is essential for workers' involvement and participation in the organisational transformation process that effective communication be maintained throughout the process. According to Ashraf and Tariq (2018), good communication helps workers better comprehend the causes and goals of the transition, which ultimately results in a more favourable attitude towards the changes. In addition, efficient communication between management and staff members helps to cultivate trust and transparency, which in turn helps staff members feel more committed to the process of organisational change.

In addition, efficient communication throughout the organisational transformation process boosts the overall performance and productivity of workers. It is far more probable that workers will adjust to the new methods of working and continue to be productive if they comprehend the changes that are occurring and are aware of the tasks and duties to which they have been assigned. According to Holmberg and Rovira Nordman's (2020) research, Holmberg and Rovira Nordman found that good communication during organisational transition increased work satisfaction among employees and decreased the chance of employee turnover.

On the other hand, inadequate communication during the organisational transformation process may have unfavourable effects on both the workers and the company.

Misunderstandings, uncertainty, and reluctance to change are all potential outcomes of

ineffective communication. According to Marlow and Patton (2019), a poor impression of the transformation process among workers may result in disengagement from work, a loss in job satisfaction, and a decrease in productivity. Inadequate communication may also result in a lack of trust and transparency between management and workers, which can have a detrimental influence on the employees' level of commitment to the process of change.

The research that has been done on the topic reveals that communication during organisational change should be two-way and engage workers at all different levels. According to Chen and Chen (2018), including workers in the communication process boosts their level of engagement, which in turn increases their level of commitment and overall job satisfaction. In addition, the participation of workers in the process may result in insightful realisations and novel ideas that can be used to enhance the efficiency of the transformation process.

In addition, the research indicates that the timing of communication as well as the frequency of communication are essential during organisational transition. It is recommended by Holmberg and Rovira Nordman (2020) that communication be prompt and frequent in order to keep workers informed and involved in the process of change. To ensure that workers are aware of the changes that have been made to the organisation as well as their roles and responsibilities, communication should begin as soon as possible and continue throughout the process.

This reflects that it is essential for the involvement, dedication, and productivity of workers throughout organisational transition that good communication be maintained.

Good communication between management and workers helps to cultivate trust and transparency between the two parties, increases employees' knowledge of the changes, and strengthens the employees' ability to participate in the process. On the other hand, ineffective communication may have unfavourable effects on individuals as well as the company as a whole, including increased resistance to change, disengagement, and lower levels of production. As a result, businesses must to make good communication their top priority throughout the transformation process, include workers at all levels of the company, and communicate often and on time in order to guarantee the success of the transition.

According to the research that has been conducted, effective communication between management and employees during organisational change not only helps employees better understand and accept the changes being implemented, but it also helps to foster trust and transparency between management and employees. At this time, communication has to be timely, consistent, and regular, and it should engage personnel at all levels.

Throughout the process of transformation, organisations have a responsibility to place a high priority on effective communication in order to guarantee employee engagement, dedication, and productivity. According to the findings of a research conducted by Chen and Chen (2018), including employees in the communication process led to increased levels of engagement, commitment, and overall job satisfaction among workers. In addition, as a result of their participation, significant insights and ideas were generated, which contributed to an increase in the efficiency of the transformation process.

Holmberg and Rovira Nordman (2020) advised that communication should begin promptly and continue throughout the process to ensure that personnel have a clear understanding of the changes that have been made as well as their respective roles and responsibilities. Communicating with workers in a timely and regular manner may help keep staff informed and involved in the process of change. The research that was evaluated brought to light a number of other important points, including how important it is for communication to be bidirectional and for employers to include workers at all levels in the process.

Hence, it is crucial for employee engagement, dedication, and productivity throughout organisational transformations to have excellent communication between management and staff. Ineffective communication during this time period may result in unfavourable outcomes such as resistance to change, disengagement, and a reduction in productivity. For this reason, businesses need to make good communication a priority, include workers at all levels of the company, and communicate often and on time in order to successfully undergo transition.

### **Factors Affecting Organisational Change**

The process of organisational transformation is complicated and calls for concerted action on the part of all of the stakeholders who are engaged. Employee communication is one of the most important aspects that might influence how well an organisational transformation is implemented. It is necessary to communicate clearly with workers in order to ensure that they comprehend the reasoning for the change, their respective roles and responsibilities, and the effect that the change will have on their employment and the

business as a whole. In this part of the article, we will explain how organisational change may be affected by employee communication, as well as present some tactics that businesses can utilise to increase communication while the process is in motion.

To begin, improving communication between managers and workers is one way to lessen the resistance of workers to change. Employees may feel threatened by change, especially when it entails a considerable shift in the duties of their jobs, the working environment in which they are employed, or the organisational culture of their employers. In circumstances like these, it is essential for workers to have a solid understanding of the rationale behind the change, the ways in which it will be advantageous to the firm, and the effects it will have on the roles they play. Employees are likely to oppose the change if they do not have this knowledge, which may result in lower morale, greater absenteeism, and reduced productivity. As a result, businesses have an obligation to their staff members to ensure that they properly explain the change process to them and provide them with the necessary assistance and resources to make the transition as smooth as possible.

Second, cultivating trust and openness between management and staff members may be facilitated through strong lines of communication between the two groups. Throughout the process of transition, workers may have the impression that both their current employment and their future career opportunities are in jeopardy. By providing workers with accurate and up-to-date information about the change process, as well as chances to offer feedback and input into the process, effective communication may assist to relieve the worries that are associated with the process of change. This may serve to create trust



between workers and management, which, in turn, can lead to better job satisfaction, improved morale, and enhanced employee engagement. [Cause and effect]

Lastly, ensuring that workers are completely involved in the transformation process may be made easier with the support of excellent communication with employees. Throughout the process of change, it is possible that individuals may be needed to learn new skills, take on new roles or responsibilities, or engage with new processes or systems. It is possible to guarantee that workers are completely involved in the change process and have a clear awareness of their role in attaining change goals via effective communication, which may assist to ensure that employees are fully engaged in the change process. This has the potential to raise employee motivation, which in turn may lead to greater performance and higher levels of productivity.

There are many different approaches that companies may take in order to increase employee communication during the process of transition. To begin, companies may make use of a variety of communication channels to increase the likelihood that workers will be provided with current and accurate information on the process of change. This may include holding regular team meetings, meetings in the format of a town hall, emails, updates posted to an intranet, and other forms of communication.

Second, companies may assist managers and supervisors communicate more effectively with their employees by providing them with training and support to improve their communication skills. Providing training on skills for good communication, such as active listening, empathy, and open-ended inquiry, may be part of the solution to this problem. It may also entail providing managers and supervisors with the required tools,

such as frequently asked questions (FAQs), talking points, and communication templates, so that they can interact effectively with the teams under their supervision.

Finally, firms have the ability to include their workers in the process of change by giving chances for feedback and input from those people. In this regard, it may be necessary to organise focus groups or task forces in order to collect input on certain facets of the change process. In addition to this, it may entail giving staff with frequent opportunity to ask questions, make comments, and offer feedback on the change process.

Hence, efficient communication among employees is necessary for the implementation of successful organisational transformation. It may assist to reduce the amount of resistance that workers have to change, as well as develop trust and transparency between management and employees, and make certain that employees are actively involved in the process of change. Organizations have a variety of options available to them in order to improve employee communication during the change process. Some of these options include the utilisation of multiple communication channels, the provision of training and support to managers and supervisors, and the participation of employees in the change process. Organizations may increase the likelihood that their change projects will be successful and get the results they seek if they place a higher priority on effective communication.

There are a number of additional actions that, in addition to the tactics that have been covered above, firms may do in order to increase employee communication throughout the process of transformation. Establishing messaging that is both clear and consistent throughout the transition process is a critical step to take. Creating a communication

strategy that defines important messages, communication routes, and dates for communication is one way to go about accomplishing this goal. To ensure that the communication strategy satisfies the requirements of all relevant parties, it should be designed in conjunction with important stakeholders, such as workers, managers, and leaders.

To guarantee that there is two-way communication is another crucial step that must be taken. While it is necessary to provide workers with knowledge, it is of equal significance to hear out their comments and concerns. Setting up frequent feedback channels, such as suggestion boxes, focus groups, or gatherings in the form of a town hall, is one way for organisations to accomplish this goal. It is critical for workers to have the impression that their opinions are being taken into consideration and that their issues are being handled. This may assist in the building of trust and credibility between workers and management, which may eventually result in higher buy-in and support for the process of change.

In addition to this, it is essential to cater the message to the various groups of employees. It is crucial to answer workers' concerns and questions about the change process in a manner that is relevant to their individual jobs and responsibilities. Employees may have a variety of issues and questions about the change process. For instance, front-line workers may be more worried about how the change would influence their day-to-day job, while managers may be more concerned about how the change will affect the performance of their team. Organizations are able to guarantee that all workers are fully engaged and informed about the change process by customising the communication to meet the needs of the various employee groups.

In addition to these stages, businesses may also make use of technology to boost employee communication during the process of transformation. For instance, many companies keep their staff informed about the transition process by using digital communication technologies such as intranets, social media, and instant messaging. These technologies may prove to be very helpful for geographically distributed teams as well as personnel that work remotely. They may also assist to guarantee that workers have access to up-to-date information on the process of change, regardless of where the employees are located or when they are working.

Last but not least, it is essential to acknowledge that maintaining good communication with staff members is a continual effort. Since the process of change may take a significant amount of time, it is essential to have an open line of communication with workers throughout the whole process. This will ensure that they continue to be engaged and informed. This may entail giving employees with frequent updates on the progression of the change process, addressing employee concerns and questions as they come up, and celebrating milestones and triumphs along the way.

Hence, efficient communication between management and staff is necessary for the implementation of successful organizational transformation. Organizations are able to improve employee engagement, minimise resistance to change, and increase the likelihood of achieving their desired outcomes if they establish clear and consistent messaging, ensure that communication is two-way, tailor the communication to different employee groups, leverage technology, and maintain regular communication throughout the process. Even though it takes time and money to communicate effectively with

employees, this is an investment that has the potential to pay off in the long term by ensuring that the change process is successful and sustainable.

### **Communicating organizational change**

The study that has been done in the field of organizational change places an emphasis on the fundamental part that communication plays in the transformation process. According to Filho (2012), efficient communication is critical to overcoming resistance to change and creating support for new initiatives. In a similar vein, Rhodes and Lilley (2013) emphasise the significance of communication as a necessary condition for the effective implementation of organizational transformation. According to Polsky and Gerschel (2010), communication plays an essential part in the process of announcing change as well as boosting comprehension of and commitment to the changes that are being suggested.

On the other hand, it is essential to keep in mind that there is more to efficient communication than just passing on information from management to staff. Instead, it is a process that goes in both directions and entails listening to the concerns and questions raised by workers and responding to those issues. Hill and Jones (2011) highlight the significance of communication as a process of gaining information and understanding that ultimately results in modifications to an individual's behaviour. They do not, however, discuss the actual solutions for increasing employee communication throughout the transformation process. Instead, they focus on the concept of improving employee communication.

Boonstra offers a theoretical model that might be considered pertinent to the topic of organizational transformation via his presentation of the Boonstra model (2008).

Boonstra makes the observation that resistance and inertia are typical occurrences that need to be dealt with throughout the process of transformation. One of the most important and useful tactics for overcoming resistance to change and influencing workers to accept and support change efforts is having effective communication. The findings of a study conducted by Liu, Akram, and Bouguettaya (2011) provide credence to this assertion. In their study, the authors highlight the significance of effective communication in fostering employee commitment to change.

In his article "Highlighting the Negative Consequences of Insufficient Effective Communication Throughout the Change Process," Finch (2011) discusses the bad outcomes that may occur if there is inadequate effective communication during the process. There is a possibility that workers may become emotionally and mentally disengaged from the environment of the company, which will result in a negative attitude towards the change project. This conclusion is in line with the findings of study conducted by Chapin (2008) and Rhodes and Lilley (2013), both of which emphasise the significance of communication as a requirement for the acceptance and implementation of organizational change. It is necessary to have effective communication in order to shape the attitudes and motivation of employees, both of which are crucial components in the process of change implementation.

Establishing messaging that is both clear and consistent around the change initiative is one method that may be used to improve employee communication when the process of

change is being implemented. Creating a communication strategy that defines important messages, communication routes, and dates for communication is one way to go about accomplishing this goal. To ensure that the communication strategy satisfies the requirements of all relevant parties, it should be designed in conjunction with important stakeholders, such as workers, managers, and leaders.

One further tactic is to adapt the message to the needs of the various workforce groups. It is crucial to answer workers' concerns and questions about the change effort in a manner that is relevant to their unique jobs and responsibilities. Employees may have a variety of issues and questions about the change initiative. Frequent feedback methods may also be developed, such as suggestion boxes, focus groups, or meetings in the form of a town hall, to ensure that workers have the impression that their views are being heard and that their problems are being addressed.

In addition to these techniques, firms may increase employee communication throughout the transformation process by using technology. Employees may be kept informed about the change project via the use of digital communication technologies including as intranets, social media, and instant messaging. These technologies may prove to be very helpful for geographically distributed teams as well as personnel that work remotely.

It is essential to acknowledge that maintaining successful communication with staff members is a continuous activity. Since the process of change may take a significant amount of time, it is essential to have an open line of communication with workers throughout the whole process. This will ensure that they continue to be engaged and informed. This may mean delivering frequent updates on the progress that is being made

with the change project, addressing employee concerns and questions as they come up, and celebrating milestones and triumphs along the way.

In conclusion, efficient communication between management and staff is critical to the implementation of successful organizational transformation. Organizations are able to improve employee engagement, minimise resistance to change, and increase the likelihood of achieving the desired results if they establish clear and consistent messaging, ensure that communication is two-way, tailor the communication to different employee groups, leverage technology, and maintain regular communication throughout the process.

The function of leadership in corporate communication is another key component that must be considered during times of organizational transition. It is essential for leaders to communicate effectively with their teams in order to develop a culture of trust among their workforce and win their support. According to Kotter (1996), leaders play a crucial part in driving change and conveying the vision and goals of change initiatives to their staff. This is one of the most important roles that leaders do. This implies that leaders need to be able to clearly communicate the aims of the change, offer clear instructions on what needs to be done, and provide answers to any questions or concerns that workers may have about the change.

In addition, effective communication during times of organizational change requires not just relaying the information at hand but also attentively listening to the comments and



worries voiced by staff members. This indicates that communication needs to be a two-way process, with workers being made to feel as if they have the authority to contribute their views and ideas regarding the change endeavour. The management of a company may acquire vital insights into how the change is impacting the workers of the company and what can be done to remedy any problems that may occur by actively listening to the employees.

Together with effective leadership, effective organizational transformation also relies heavily on open lines of communication across all levels of the business. Email, in-person meetings, and online platforms like Facebook and Twitter are examples of communication channels. Communication channels are the mechanism through which information is communicated inside an organization. There are several communication routes, each of which may be more or less successful depending on the circumstances and the requirements of the company. For instance, face-to-face meetings may be more successful for providing sensitive or difficult information, but giving regular updates through email or social media may be more efficient.

In addition to this, efficient communication during times of organizational transition has to take into consideration the language and cultural variety of the workforce. In the globalised world of today, it is not uncommon for companies to have personnel who come from a variety of cultural and language backgrounds. This indicates that

communication must be adapted to meet the requirements and preferences of various groups, and efforts must be taken to guarantee that everyone will have equal access to information and opportunity to participate in the process of change.

In conclusion, the body of research that has been done on organizational change has placed an emphasis on the vital role that communication plays in the effective driving of change efforts. Good communication may assist to overcome resistance to change, develop a positive corporate culture that encourages innovation and growth, and contribute to building trust among workers, which is essential to gaining their support. Leaders have a significant responsibility to play in encouraging successful communication, as well as actively listening to the opinions and concerns expressed by staff. In addition, the channels of communication as well as the cultural and linguistic variety of the workforce must be taken into consideration in order to guarantee that everyone has equal access to the information that is being shared and chances to take part in the process of transformation. Organizations may boost the chances of success in their transformation projects and build a workforce that is more engaged and motivated by making the prioritisation of effective communication one of their top priorities.

### **Communicating during the change process**

The research that was carried out by Finch (2011) brings into sharp focus the concept of communication throughout the process of organisational transformation. The authors believe that throughout the process of transformation, the quality of communication is an extremely important factor. Communication requires that management of change utilise an appropriate combination of processes and methods that targets the interest and

engagement levels of workers and offers information that can be used. This is a requirement placed on the management of change by communication.

The writers stress the need of communication being consistent, clear, timely, and adequate in order to increase knowledge without overwhelming the receivers (Filho 2012). Being in touch with one another during the process of transition serves a vital role. According to Polsky and Gerschel (2010), the primary objective is to inform the staff so that they are aware of what is taking on. Second, the workforce has to be encouraged to take part in the process of change, as well as to provide their feedback and participate actively in the process. According to Hill and Jones (2011), the various stages of the change process call for distinct communication processes and tactics, which need to be set by the leaders and management of the company that is undergoing the change.

According to Chapin (2008), the requirement to involve workers in discourse about how the change may be executed and its effect to the company is essential to any change strategy. This need should be emphasised as an essential component of any change strategy. Both Garger (2003) and Vance (2006) emphasise that communication makes it possible to have a discourse and reduces the likelihood of spreading false rumours, both of which may alleviate anxieties. It gives workers the chance to raise questions, have their issues clarified, and come up with ideas that their supervisors may not be aware of.

It is crucial to have good communication throughout the process of change in a business in order to improve employee engagement and establish a productive culture inside the firm. When it comes to assisting workers in comprehending the rationale behind the change, the results that are anticipated, and the effect that the change will have on their

job and the business as a whole, communication may play a pivotal function as a vital factor. When workers have this knowledge, it may assist to minimise their resistance to change while also increasing their drive and engagement.

Throughout the process of change, one method of successful communication is to design a message that is crystal clear and to the point. This message should describe the change and its goals in a manner that is simple enough for workers to comprehend. It is recommended that this information be disseminated using a variety of channels, including but not limited to meetings, emails, newsletters, and social media, in order to reach the greatest number of workers feasible. The message should also be consistent across all channels, so that workers get the same information no matter how they access it. This will ensure that they are able to do their jobs effectively.

Including workers in the decision-making process is an additional crucial part of successful communication throughout the transformation process. When employees believe that their ideas are respected and that they have a voice in the direction that the business is headed, they are frequently more likely to be involved with and supportive of a change project that is being implemented. This may be accomplished by holding frequent focus groups, questionnaires, or feedback meetings with workers in which they are invited to express their ideas and concerns regarding the change programme.

Effective communication throughout the transition process requires providing workers with the appropriate training and tools to adapt to the change, in addition to incorporating employees in the decision-making process and having employees participate in the decision-making process. This may involve giving staff with training on new technology

or processes, offering assistance and direction on how to negotiate the transition, and creating chances for employees to share their knowledge and skills with others.

In addition, the development of an effective culture inside an organization is intimately tied to the development of successful communication throughout the process of organizational transformation. Open communication, cooperation, and a sense of purpose and values that are held in common are the defining characteristics of a healthy culture in a company. The creation of chances for workers to share their ideas, offer feedback, and work together to accomplish shared objectives is facilitated through communication, which plays a critical part in the process of cultivating this culture.

In order for a business to cultivate a culture that is conducive to productivity, its leaders need to demonstrate a willingness to hear the comments and concerns of their workforce and to respond appropriately to any problems that may crop up. In order to accomplish this goal, it may be necessary to establish an atmosphere that is more transparent and open to communication, to encourage a culture that values collaboration and teamwork, and to provide opportunities for employees to assume leadership roles and contribute to the success of the organization.

Hence, it can be stated that the paradigm of increasing employee engagement and developing an efficient culture inside a company are both dependent on an organization's ability to effectively communicate during the process of transformation. This requires generating a message that is clear and succinct, including workers in the process of decision-making, providing employees with training and tools, and cultivating a healthy corporate culture that is defined by open communication and cooperation. Organizations

are able to cultivate a workforce that is more engaged and motivated when they place a priority on effective communication and generate a good corporate culture. This, in turn, leads to greater levels of creativity, productivity, and overall success.

According to the findings of recent research, good communication throughout the process of change is critical for achieving one's goals. According to the findings of a research conducted by Towers Watson, businesses that are able to effectively interact with their employees during periods of transition have a fivefold increased likelihood of having high levels of overall performance compared to those who do not. In addition, a survey conducted by Gallup discovered that just 23% of workers report being involved in their job, and the respondents identified communication as the most important aspect in elevating employee engagement.

There are various firms that have served as examples of how change projects may be effectively accomplished via the use of good communication. One such example is provided by Starbucks, which in 2018 chose to shut all of its locations for the duration of one day in order to conduct training on implicit prejudice. Employees were informed of the significance of this effort and its value to the organization via the use of movies, conversations, and training sessions. Starbucks was able to establish a productive culture of involvement and shared purpose inside the firm by encouraging workers to participate in the training and drawing attention to the company's commitment to diversity and inclusion.

The recent transition that Microsoft has made towards a culture that emphasizes growth mindset is just another illustration of excellent communication throughout the

transformation process. Employees were informed of this shift by the firm through videos, seminars, and a company-wide message from the CEO, all of which emphasized the significance of continuing one's education and being open to taking on new challenges. Microsoft was successful in establishing a culture that encourages innovation and lifelong education because it got its workers involved in the process and gave them the tools, resources, and education they needed to support the shift.

The bottom line may also be significantly influenced by the quality of communication that is practised throughout the process of transformation. Companies who are able to successfully communicate with one another during the merger and acquisition process have a greater chance of realising the anticipated financial advantages of the deal, as shown in a research conducted by McKinsey & Company. In addition, a research that was conducted by the Harvard Business Review discovered that businesses that are able to successfully communicate with their stakeholders during times of transition have a total return to shareholders that is 47% greater than those that are unable to do so.

Consider the negative repercussions that might result from ineffective communication throughout the process of change to better understand how important it is to have clear and effective lines of communication. In 2011, Netflix launched a change in its pricing and distribution mechanism, which led to an increase in the monthly membership prices charged to certain of its users. On the other hand, the corporation failed to convey this shift effectively, which led to a major reaction from customers and the loss of over 800,000 subscriptions.

A reduction in resistance to change is another benefit that may result from effective communication carried out throughout the process of change. For instance, when Partners HealthCare implemented a new electronic health record system, the company communicated the change to its employees through a variety of channels, such as training sessions, newsletters, and social media. Partners HealthCare also provided its employees with opportunities to provide feedback on the new system. The firm was able to accomplish a successful implementation of the change by including its workers in the process and giving them with the required training and resources. This helped the company reduce the amount of opposition to the change.

### **Negative and positive communication**

Both Lehman and DuFrene (2010) and Finch (2011) provide literature that covers a variety of different conceptual domains that are relevant to communication when the transformation process is taking place. The research discusses the effects of effective communication, which refers to a change management process that was successful, as well as ineffective communication, which refers to a process that was unsuccessful, and how these two concepts influence the attitudes, constructs, and behaviours of employees. Guffey and Almonte (2009) state that communication may be either constructive or destructive. A positive communication strategy will not only encourage acceptance of the change but will also provide an excellent chance for the organisation and its personnel to investigate the significance and influence of the transition. Conversely, Liu, Akram, and Bouguettaya (2011) indicate that negative communication stimulates conflict, produces anxiety, and results in interpersonal conflicts, all of which contribute to sabotage that



ultimately results in the failure of the transformation process. Polsky and Gerschel (2010) share an attitude that is quite similar to this one when they claim that negative communication has to be avoided in order to promote acceptance and real change inside the company.

The success of every company is directly tied to its ability to communicate effectively. Having said that, not all forms of communication are created equal. Conversely, good communication may assist to establish a strong and engaged workforce, while negative communication can have the opposite effect and have a severe influence on employee engagement. This is especially true in the context of organizational culture, where the tone and style of communication can have a profound impact on how employees perceive their work and their place within the organization. This is particularly true because the tone and style of communication can have a profound impact on how employees perceive their work.

There are a lot of different ways to communicate in a negative way. It might be in the form of criticism or negative comments from management, a lack of openness or communication regarding changes inside the business, or even a general tone of pessimism or negativity among coworkers. This kind of communication may be very detrimental to the engagement of employees, leading to emotions of demotivation, disengagement, and even animosity on their part. When workers are made to feel as if their contributions are not appreciated, or when they are frequently treated to negative messages, they are more likely to disengage from their job and search for possibilities elsewhere. This leaves the company vulnerable to competition from other businesses.

On the other side, productive communication has the potential to assist increase employee engagement and cultivate a feeling of community within an organization. A communication style that is open and honest, as well as employee acknowledgment and appreciation for a job well done, frequent feedback and check-ins, and a communication style that helps workers to feel heard and appreciated are all examples of positive communication. When workers have the impression that they are a part of a workplace culture that is supportive and positive, they are more likely to be engaged and motivated, and they are also more likely to remain with the business for the long term.

The nature of the communication that takes place inside a workplace is significantly impacted by the organizational culture that exists there. It is more probable for a culture to create participation and establish a feeling of community among its workers if the culture places a focus on openness, open communication, and positive feedback. On the other hand, low employee engagement and high turnover rates are more likely to result from a culture that places an emphasis on pointing fingers, being negative, and offering criticism.

Organizations have to put a high priority on developing efficient communication techniques in order to cultivate a healthy culture in the workplace and increase employee engagement. These may include chances for recognition and praise, frequent check-ins and feedback sessions, a commitment to openness and open communication at all levels of the business, and opportunities for recognition and praise. Building a strong and dedicated workforce that is prepared for long-term success is possible for firms that

cultivate a culture that places a premium on constructive communication and actively seeks to involve workers in company activities.

Keeping employees engaged is one of the most critical problems that businesses confront, especially during periods of transition or uncertainty. Since it has the power to either develop or destroy trust between leaders and workers, communication is an essential component in the process of tackling these difficulties. When utilised correctly, positive communication has the potential to assist firms in developing a good culture, increasing employee engagement, and cultivating a feeling of belonging among employees.

The ability to communicate effectively in a positive manner has the potential to boost employee motivation, morale, and overall satisfaction. For instance, when managers provide workers feedback on a regular basis, it fosters a feeling of connection and trust between the parties, which pushes employees to improve their performance. On top of that, comments might be either favourable or constructive. To put it another way, managers are able to offer feedback that identifies both areas of success and places in which improvements are needed. Employees are more likely to feel seen, heard, and appreciated as a result of this, which in turn may lead to increased engagement.

Appreciation is yet another vital component of effective communication that, when implemented, may significantly boost employee engagement. Acknowledging the achievements and contributions of workers serves to promote good behaviours, which in turn helps drive workers to maintain their high level of performance. It is possible to

show appreciation in a variety of ways, from making a statement to the whole public to extending a humble thank-you card to an individual. When workers are acknowledged for the contributions they have made, it not only makes them feel valued, but it also helps them feel more connected to the organization's overall mission.

In addition, a good culture that supports open communication and the exchange of ideas is conducive to the development of innovative and creative ideas. It is more probable that employees will come up with innovative solutions that are to the organization's advantage if they are permitted to freely express their thoughts and views. Organizations are able to cultivate an atmosphere that is welcoming to all members of the community and in which everyone has the sense that they can make a contribution to the success of the business by appreciating the viewpoints of their workers. These feelings of inclusion and belonging may also assist workers in experiencing a greater sense of engagement and investment in their job.

On the other side, bad communication among employees, such as criticism or a lack of openness, may have a substantial influence on employee engagement. Employees who are subjected to criticism from their supervisors may experience feelings of demotivation and disengagement from their job. When workers get negative feedback, especially when it is not presented in a constructive manner, it may cause them to feel devalued, which in turn leads to decreasing levels of engagement. In addition, an absence of openness may result in mistrust between workers and leadership, which is damaging to employee engagement. Workers may have the perception that they were not included in significant

decision-making or change processes, which may contribute to feelings of isolation and disengagement.

To summarise, organizational culture plays a significant part in shaping the tone and style of communication within the workplace, which can have either a positive or negative impact on employee engagement. This can occur either when the tone and style of communication is positive or when it is negative. Organizations should place a high priority on open communication, appreciation, and feedback in order to cultivate a healthy culture and promote employee participation. Managers need to learn how to communicate in a constructive manner, demonstrating to their staff that they recognise and appreciate their contributions, and fostering an atmosphere that promotes open dialogue and the exchange of ideas. If you do so, you will establish a culture in the workplace that places a priority on employee engagement and retention, which will eventually contribute to the success of the firm.

### **Impact of negative communication in an organization during change**

Both Guffey and Almonte (2009) and Hill and Jones (2011) investigate the effects of communication on organisational transformation. The authors believe that communication is a component that must get careful consideration at all times, but especially when it comes to the management of organisational transformation. According to Rhodes and Lilley (2013), it is common knowledge that communication plays an important part and that when it is used in an incoherent manner across a company, it may lead to major difficulties such as high employee turnover, poor productivity, and the failure of initiatives. Both the management and the workers are deserving of effective

communication. On the other hand, managers often fail to see the impact that bad communication has on their workforce. According to Liu, Akram, and Bouguettaya (2011), workers feel disinclined to execute the activities that are needed of them if they are not well educated about the changes that are being suggested for their firm. Workers that have a high communication load often encounter delays in their job performance and are unable to finish the necessary duties within the allotted amount of time. The debate that is offered by Filho (2012) places an emphasis on the need for managers to do their utmost to express their expectations to their staff members. The answer from the workers may not be what is wanted if there is a breakdown in communication. Another issue is that inefficient communication has the ability to irritate and divert the workers. This is a concern since it may happen. When there is little information, employees often get doubtful about the organisation, which ultimately results in a loss of connection and loyalty to the employer. This indicates that the management should communicate with their subordinates in a manner that is open to some degree of flexibility. Lehman and DuFrene (2010) and Muema both provide further evidence in the form of their own presentations as well (2013). They suggest that the level of satisfaction with communication should be utilised as a moderator in the relationship between employee motivation and acceptance of change. They have the belief that ineffective communication reduces the anticipation, valence, and instrumentality of work, as well as the motivation of employees.

A negative message sent to workers may have a major influence on their engagement, productivity, and motivation, all of which can diminish as a result. This kind of

communication may take numerous forms, such as criticism, a lack of transparency, or pessimism, among other things. Negative communication may be especially harmful in the workplace, where it can result in employee turnover, decreased job satisfaction, and decreased organisational performance. These outcomes can all be traced back to the communication.

It may be detrimental to an employee's feeling of self-esteem and sense of belonging within a company if they are subjected to criticism, especially if it is delivered in a way that is not constructive. It's possible for workers to have the impression that they aren't respected, which may lead to lower levels of motivation and engagement. Also, when managers are not honest about changes or decision-making processes, workers may feel as if they are being left out of critical talks and are being removed from the conversation altogether. Because of this, they may experience emotions of dissatisfaction and disengagement, which in turn lowers the quality of their job.

The culture of an organisation is a significant factor that plays a part in defining the manner in which communication occurs inside a workplace. It is more probable for a bad culture to lead to poor communication methods when that culture places an emphasis on pointing fingers, being critical, and not being transparent. In contrast, a positive culture that places a high priority on constructive criticism, openness, and appreciation may serve to develop good communication between workers and management, which in turn can help to establish trust between the two groups.

Building a good culture that places an emphasis on open communication, openness, and constructive criticism should be the primary focus of businesses that want to solve the

problem of negative communication. Positive communication techniques, such as giving staff with frequent feedback and praise, may help employees feel valued and appreciated, and leaders should model these approaches for their teams. In addition, businesses should make it possible for workers to offer feedback to management in a variety of formats, including surveys and focus groups, in order to assist with the localization of areas in need of improvement.

In addition, a healthy corporate culture may assist in the development of a feeling of community among staff members, which can lead to increased levels of employee engagement and motivation. When a person feels as if they are a part of a supportive culture in the workplace, they are more likely to take pride in their job, be more productive, and continue to be loyal to the firm. Creating a happy culture may also assist firms in attracting and retaining top talent. Employees are more inclined to stay with organisations that value their well-being and progress, so cultivating a positive culture can benefit organisations in both of these areas.

In order to cultivate a constructive culture, businesses should put their attention into developing an atmosphere that is warm and inviting, as well as one that promotes open communication and teamwork. Creating opportunity for workers to create relationships with one another should be a top priority for leaders, and these possibilities might come in the form of team-building activities or social gatherings. In addition, businesses should make diversity and inclusion a top priority in order to guarantee that every worker, regardless of their identity or place of origin, feels appreciated and included in the firm.



To summarise, poor communication may have a negative effect on employee engagement, which in turn can have a negative influence on productivity and motivation. In order to overcome this problem, businesses should place a primary emphasis on cultivating a good culture that places a premium on transparent and open communication as well as constructive criticism. Increasing employee engagement, improving employee retention rates, and driving overall organisational performance are all possible outcomes that may be achieved when firms work to cultivate good corporate cultures.

### **Critical communication factors**

There are critical communication factors that must be addressed prior to implementing organizational changes. According to Guffey & Almonte (2009) and Saks (2006), pressures, habits, norms, objectives, values and situational factors play an important role in either triggering or hindering ongoing communication prior to organizational change. The literature presented by Rhodes & Lilley (2013) explored the antecedents to communication strategies and techniques during change. Just like other communication scholars, Rhodes & Lilley (2013) reveals a good deal of factors that influence individual choices and response to communication. The explanations presented by Polsky and Gerschel (2010) point to individual differences, gender, communication apprehension and cultural background as important factors to consider prior to communicating change to the employees. Communication styles and emphasis on particular objectives have a significant influence on employee behavior and choices because employees build their perception of change based on the style and nature of communication received by them.

Guffey & Almonte (2009) however admit that little is known regarding the strategies for introducing change. Structural attributes such as functional differentiation, administrative intensity and the communication channels are significantly linked to implementation of processes. Clearly, several factors go into the selection, evaluation and enactment of communication techniques and styles before change implementation.

Good communication is vital to encouraging employee engagement because it provides a feeling of trust, transparency, and belonging inside a company. This sense of trust, transparency, and belonging is essential to the success of any business. Employees are more likely to be engaged and motivated in their job when they feel respected and heard by their business and when they feel linked to the organisation. On the other hand, elements related to communication that have a detrimental effect on employee engagement, such as a lack of feedback or imprecise expectations, might impede employee performance and retention.

Clarity in communication is one of the most important aspects of communication, and it may have a significant impact on employee engagement. When managers communicate with their workers in a way that is both clear and succinct, employees are better able to comprehend expectations and feel more confidence in their job. On the other side, unclear communication may result in confusion and irritation, which can eventually lead to disengagement. It is possible for businesses to earn the confidence of their staff members and make certain that everyone is on the same page if they establish open channels of communication.

Transparency is yet another significant aspect of communication that has the potential to influence employee engagement. When managers are open and honest about changes, decision-making processes, and performance indicators, workers get the impression that they are better informed and are more actively involved in the business. This degree of openness may assist in the development of trust, the cultivation of a feeling of community, and the enhancement of employee motivation. On the other side, a lack of openness may lead to sentiments of exclusion as well as mistrust and disengagement from the process.

Feedback is yet another important aspect of communication that has the potential to influence employee engagement. Employees are better able to comprehend where they are in the company, what they can do to improve, and how their work contributes to the organization's success when they get regular feedback from management. Employees may have feelings of undervaluation and uncertainty about their performance if they do not get frequent feedback, which may lead to decreasing levels of employee engagement.

Building a communicative culture that prioritises open and constructive communication is essential for firms to prioritise in order to increase the level of employee engagement. Transparency, feedback, and inclusion are given high priority in this sort of culture, which helps to create an atmosphere in the workplace in which people feel appreciated and supported. By making communication a top priority at every level of the organisation, the culture of the company may be altered to increase employee engagement.

### **Institutional factors**

Communication techniques do not come out of nowhere. Instead, Polsky and Gerschel (2010) explains that communicators make choices of strategies to employ in order to pass information regarding the planned changes. Walker (2012) notes that some of the choices are often based on individual differences. Walker (2012) and Seijts & Crim (2006) and Facey (2013) also believes that organizational communication takes place in complex systems and not just in the context of personal interactions within the organizational environment. Unless there is proper communication and understanding regarding the organizational change, Guffey & Almonte (2009) explain that the dreary success of planning and implementing the change may continue to worsen. This threatens efficiency and effectiveness as well as existence. Positive communication ensures a proper understanding on how to plan, lead and realize change as a paramount concern. Managers are looked upon as responsible for the tasks of communicating, planning and sustaining change.

Effective internal communication is a crucial element in building a strong organizational culture and fostering employee engagement. In this response, I will outline some internal communication strategies that can enhance employee engagement while developing organizational culture.

**Clear and Transparent Communication:** Communication should be clear, concise, and transparent. Employees should be kept informed about the organization's goals, objectives, and strategies. Clear communication helps employees understand their roles and responsibilities and enables them to make informed decisions. Additionally,

transparency in communication helps to build trust and credibility within the organization.

**Employee Feedback Mechanisms:** Employee feedback mechanisms such as surveys, suggestion boxes, and focus groups should be put in place to gather employees' opinions and ideas. This feedback helps to identify areas that need improvement, areas of strength, and opportunities for growth. This also gives employees a voice and makes them feel heard and valued.

**Employee Recognition Programs:** Employee recognition programs are a great way to show employees that their hard work and contributions are valued. This can include awards, bonuses, or public recognition. Recognition programs help to boost employee morale, motivation, and engagement, which ultimately benefits the organization.

**Team Building Activities:** Team building activities can be used to foster collaboration, communication, and trust among employees. These activities could include workshops, retreats, or even informal social events. These activities help to build a sense of community within the organization and strengthen relationships between employees.

**Continuous Learning and Development:** Providing opportunities for employees to learn and grow is critical for engagement and retention. This can include training sessions, mentoring programs, or tuition reimbursement. Employees want to feel that they are growing and developing within the organization, and by providing these opportunities, the organization can create a sense of loyalty and commitment among its employees.

Use of Technology: The use of technology can enhance communication and engagement. The organization can use tools such as video conferencing, chat applications, or social media platforms to keep employees connected and informed. This also allows employees to work remotely and stay engaged with their team.

In conclusion, effective internal communication is vital for employee engagement and organizational culture. By implementing these strategies, an organization can create a positive and engaging workplace culture that fosters employee satisfaction, loyalty, and commitment.

## **Chapter III:**

### **METHODOLOGY**

#### **Introduction**

Working as an employee within Customer Care department, the researcher obtained the advantage to conduct the study using both quantitative and qualitative methods.

This chapter describes in detail the philosophical paradigms, the research procedures and processes adopted during the actual study. Gratton and Jones (2010) define research techniques as strategies and procedures that are used to acquire the relevant data for analysis and discussion. Based on the recommendations and suggestions by Gratton and Jones (2010), the research methods and procedures enable the reader to determine the reliability and soundness of the information collected. When the procedures are legitimate and reliable, it means that the collected data is dependable and valid (Gratton and Jones 2010).

#### **Research Approach**

The quantitative research approach refers to the process in which the researcher attempts to explain a phenomenon by gathering numerical data that are evaluated using the mathematically approved analysis methods. It's about collecting numerical data to describe a particular incident, to address particular research questions and to compare the various parameters and research variables in a study (Jackson 2010).

The qualitative research involves extraction of people's detailed description of experiences, suggestions, views, opinions and understanding based on such techniques

such as interviews and report findings. In this case, the qualitative research describes the detailed descriptions of people's views, perceptions and opinions for the researcher's reflections.

The main distinction between the quantitative and qualitative research as stated by Bhattacharyya (2009), is often based on the underlying philosophies and worldviews adopted by the researchers. For instance, the quantitative researchers are believed to be "realists" and at times "positivist" while the qualitative ones are seen as "subjectivists". To be realist simply means that the researcher views the process as an instrument to uncover the existing reality, the truth exists and that it is the responsibility of the researcher to find out. This implies that the researcher tries to be as detached as possible and avoids any kind of influence on the study outcomes. Subjectivist researchers believe that the truth is out there and can be objectively determined and established through thorough investigation. They believe that humans play an important subjective role in the research process and that reality must not be dispassionately observed but should be constructed and meaningfully observed. In this study, the mixed method was used in which both elements of the qualitative and quantitative research were used. Based on the Jackson (2010)'s recommendations, the quantitative techniques were used to summarize the numerical data and the results numerically.

### **The choice of research methods**

The researcher decided to use both the primary and secondary research methods in the study. It was considered that the secondary research provided a good starting point by presenting a good overview and strong foundation for the actual research and the



subsequent evaluation. The use of secondary research also helped clarify the questions that emerged before the primary research was conducted. For example, the definitions and meanings of organizational change, transformation, communication and leadership which were regarded as fundamental concepts in the study. Considering the recommendations presented by Bhattacharyya (2009) and Jackson (2011) and in order to lay the groundwork the secondary research was conducted first. The primary research was then used to collect the actual views and suggestions from the respondents. The balanced approach provided more detailed information that enabled the researcher to carry out a thorough analysis.

### **Sampling**

Based on the information presented by Bhattacharyya (2009), systematic, random sampling technique was used. In this technique each person from the selected departments was regarded as a potential participant. The participants were selected specifically because they belonged to either of the departments. In this case the researcher considered the 200 employees specifically from the IT and Customer care departments, 100 from each side. The two departments had experienced transformation but communication was done differently before the changes were realized. The interview participants were considered knowledgeable and experienced enough to provide sufficient information and details regarding organization transformation and the impact of negative and positive communication on employees during the proposed organizational changes.

### **The Participants**

In this study, a survey was conducted involving 200 staff members, 100 from each department (IT and Customer care). The aim was to understand how the transformation was communicated to the employees from their leadership and what was the impact of such communication. Interviews were also conducted separately in which 15 senior staff members from the management of both departments were engaged. The aim of the interviews was to acquire qualitative data on how the employees perceived the transformation and the significance of communication during organizational change. The study was also aimed to understand the how the employees view their leadership in terms of how they manage the organizational transformation. The participants engaged were specifically from the two departments in Connectcom Ltd.

### **Data Collection methods used**

#### **Secondary research- review of existing literature**

The researcher decided to examine the earlier studies and research on the subject. The objective was to enhance the understanding of the researcher and to provide an overview for the readers of the study with the intention to acquire better outcomes for the study. The literature (Chapter 2, Literature Review) was also meant to identify the relevant theories related to the role of communication in an organization undergoing transformation, and impact of negative message on performance of employees. Most of the relevant literature was obtained through the university resources, internet search engines, journals and company's database on various case studies and commercial abstracts.

### **Primary research- Data collection**

According to Gratton & Jones (2010) and Jackson (2010), one of the most difficult stages of the study is the collection of accurate data and retrieving the right information from the various data sources. In this study, the researcher conducted a primary research through email surveys and questionnaires. The researcher considered a systematic and random sample of 200 staff from the Customer Care and IT departments. Face to face interviews were conducted with the target group who were mainly supervisors, middle management and senior executives. The objective was to obtain the relevant qualitative data. Both the quantitative and qualitative formed the basis for research findings and the subsequent conclusion.

### **Data analyses**

The collected data was registered on MS Excel sheet in order to simplify the discussion process. Where applicable, the data was tabulated and graphs generated to enhance comparison between the variables. Thematic analysis was applied based on the recommendation presented by Jackson (2011). In thematic analysis, Bhattacharyya (2009) explains that data is gathered through such methods as interviews and background research. In this case the researcher categorized the data based on how it addressed the research objectives. The data components were then grouped by category in order to make the evaluation more logical and easier to follow. According to Jackson (2011), thematic analysis provides a means of organizing and summarizing the research findings. Since data are classified by similar content of recurring theme, Jackson (2010) explains that it helps identify valid similarities across the collected data. The qualitative data was

analyzed qualitatively. In this case, the researcher typically keenly categorized and descriptively evaluated the personal perspectives and ideas extracted from the respondents. Direct quotations were noted and the analysis was done by topic.

### **Validity and reliability**

Based on the works presented by Bhattacharyya (2009), validity and reliability were considered as central aspects of the study. In this regard, the researcher adopted distinct specific criteria to select only the relevant authentic and recent articles and literature to support the study. During the actual study, reliable and knowledgeable individuals were engaged as participants in order to eliminate the possibility of obtaining invalid results. Additionally, no inducement was used to persuade the participants. This was regarded as disadvantageous to the validity of the study findings.

### **Ethical and legal Considerations**

During the study, the researcher took into consideration the ethical principles. According to Jackson (2011), it is important to carry out the study in an organized manner in order to ensure research integrity. According to Jackson (2010), the common research ethics include values, regulations, norms and guidelines that reflect how the research study should be designed. In many studies, the two most frequently addressed issues usually include the philosophical and compliance-related matters. For this study, the researcher ensured that every idea and information obtained from other sources were properly referenced and cited in order to avoid plagiarism.

### **Limitations and delimitations of the study**

This study was carried out in a telecommunications company. This meant that the study and the empirical results were limited to a telecom environment. It was further limited to a Customer Care department. The level of staff engaged in the primary study was of a lower level (mostly high school education) that was considered to have limited understanding of “Transformation” and its implications on an organization. This factor to some extent undermined the results. Additionally, the shorter time frame and the limited word count presented a considerable challenge and key limitations of this research.

### **Conclusion**

In conclusion, the mixed method approach was used in which both the qualitative and quantitative techniques were utilized based on the recommendations and descriptions outlined by Jackson (2011). Survey and interview research methods were used. 200 participants were sampled from the two departments (IT and customer Care) in Connectcom company Ltd. The subjective and positivist philosophical paradigms were allowed to direct the study process and the researchers worldviews. Systematic, random sampling technique was used to select those participants for the study given that each employee was considered a potential respondent for as long as they belonged to either the IT or Customer care department within the company. The collected data were evaluated and analyzed thematically and presented using the relevant charts and tables to simplify the subsequent discussion, conclusion and recommendations.

## **4. Data Analysis (Charts and Tables)**

### **Introduction**

This chapter provides an overview of the research findings from a comprehensive study that aimed to understand how organisational change was communicated to employees in Connectcom Ltd. The study was conducted in order to gain a better understanding of how organisational change was communicated to employees. The research was carried out using a mixed-methods technique, which included both a questionnaire and interviews with senior members of the team. The purpose of the research was to investigate the manner in which workers were informed about the change of the business by its managers and leaders, as well as to comprehend the responses of the employees to this type of communication. In addition, the purpose of the research was to get an understanding of how the staff members felt the leadership handled the organisational change from the workers' point of view.

The questionnaire was sent out to a total of 200 members of the company, with 100 copies going to each of two departments: IT and Customer Service. Unfortunately, only 64 employees took part in the poll, with 41 of those employees coming from the Customer Service department and 23 of those employees coming from the IT department. There are a number of possible explanations for the low response rate, including time restrictions, a lack of interest, or surveys that were not completed. Despite this, the research was successful in gaining useful insights from the comments that were received, and the conclusions that are offered in the chapter are based on these responses.

The survey questionnaire was developed with the intention of collecting quantitative data on the workers' impressions of the communication tactics that were used throughout the organisational transition. The questionnaire was broken up into parts that investigated several facets of communication, such as the degree to which a message could be understood, the amount of time spent communicating with one another, and the methods of communication that were used. The replies were put through statistical processing, and the findings were laid up in tables and graphs for presentation.

In addition to the survey, 15 senior staff members participated in interviews to provide an in-depth analysis of the topic and to collect qualitative data on how the employees perceived the transformation and the significance of communication during organisational change. The purpose of the interviews was to provide an in-depth analysis of the subject and to collect qualitative data. The interviews were carried out in person, and each one lasted close to an hour. The seniority of the participants and their level of engagement in the process of organisational transformation were taken into consideration throughout the selection process.

The interviews were carried out using a method known as semi-structured interviewing, which included the use of a series of predefined questions along with space for open-ended answers. The workers' assessments of the communication tactics utilised throughout the organisational transition, their reactions to the communication, and their perspectives on leadership were the primary foci of the questions that were developed to elicit responses from them. The replies were then recorded, transcribed, and evaluated in order to find themes and patterns that came up again.

According to the results of the research, the communication tactics that were used throughout the organisational transition were not successful in effectively reaching all of the workers. While the majority of respondents said that they received contact from their supervisors and leaders, there were considerable disparities across the departments in terms of the frequency and clarity of the information that was received. In comparison to the Information Technology department, the Customer Service department reported receiving a lesser amount of contact from their supervisors and team leaders.

In addition, the findings of the research demonstrated that the responses of the workers to the communication were diverse. While some workers were appreciative of the efforts made by their managers and leaders to convey the changes, others said that the communication was insufficient and left them feeling apprehensive about their future in the firm. The findings also indicate that the employees viewed leadership as an essential factor in managing organisational change, and there were varying levels of satisfaction with the leadership that was present in the organisation. This finding is supported by the fact that the findings are presented in the following way.

In summing up, the research yields really helpful takeaways on the communication methods that Connectcom Ltd. used all through the process of organisational change. Based on the results, it seems that there is a need for the implementation of more effective communication tactics, particularly within the Customer Service department. In addition, the research stresses the significance of leadership in the process of managing organisational change as well as the need of leaders to effectively communicate with their staff members. The exact communication methods that are most successful in reaching



workers during organisational transformation may be the subject of more study, as could the role that feedback plays in refining communication tactics.

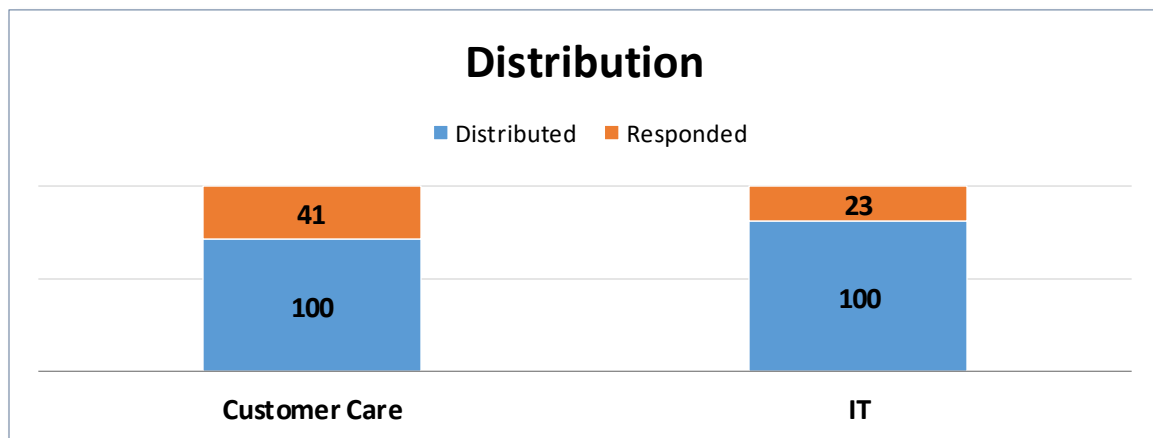
### Survey results

Five questions were used for the survey forms and the questions provided the participants to respond with either a "Yes" or "No" This was to make it easy to respond and analyze the results.

**Table 1: Response**

	Customer Care	IT
Distributed	100	100
Responded	41	23

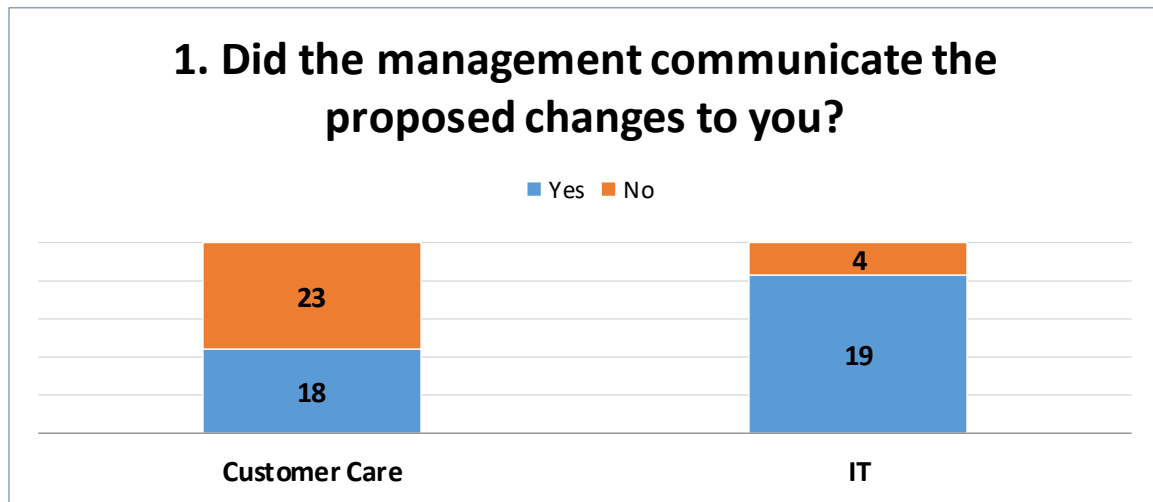
**Figure 1: Response**



The researcher has access to more than three hundred Call Center staff within Customer Care and IT because of his role in managing their monthly incentive scheme. Although

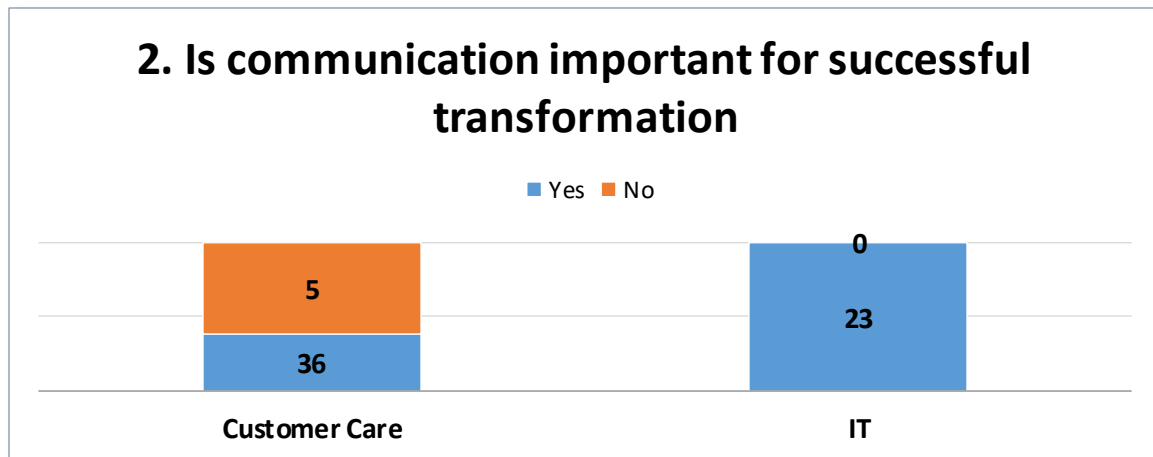
there is female staff in these departments, the research was limited to male staff due to legal issues in accessing female staff that are not in the direct reporting hierarchy.

**Figure 2: Question 1**



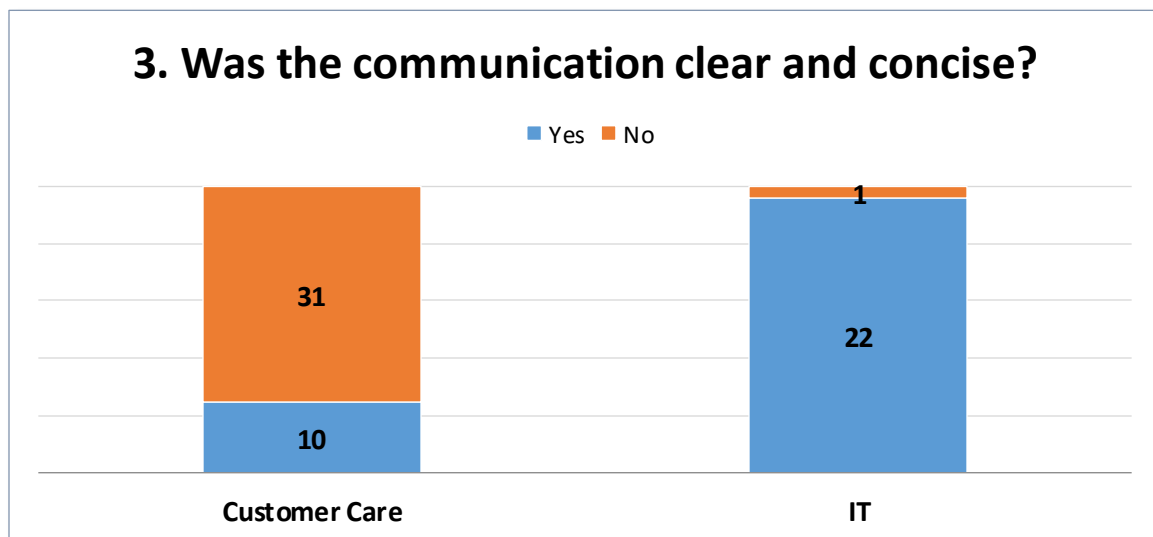
Regarding the question “ Did the management communicate the proposed changes to you?”, 19 out of 23 IT department participants expressed satisfaction with the way the changes were communicated to them. On the contrary, more than half of the respondents from the customer Care department said that they were not aware of the proposed changes within their department.

**Figure 3: Question 2**



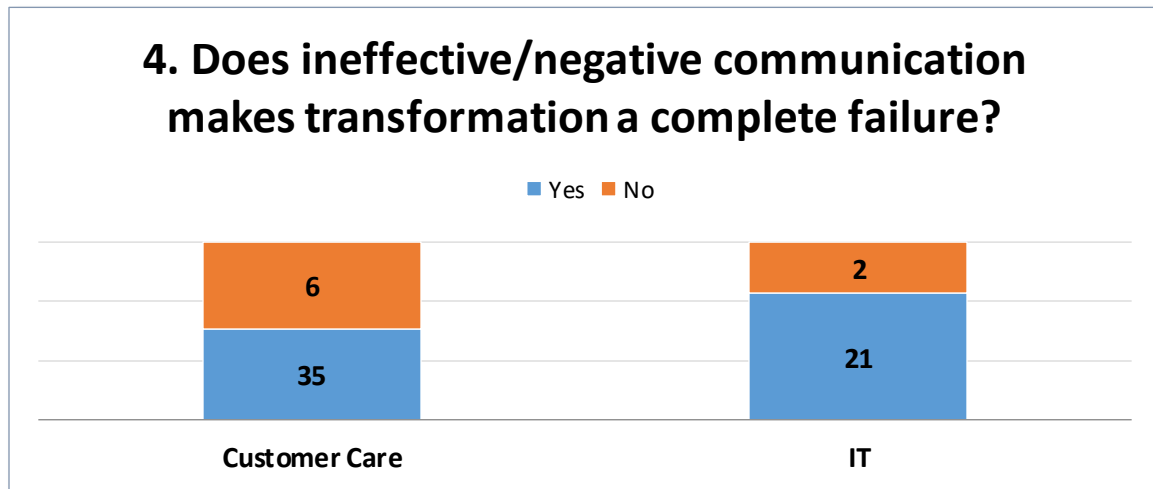
Regarding the question “Is communication important for successful transformation process?”, the respondents from both the departments indicated “Yes”. There were five responses from the Customer Care department saying “No” indicating that they still did not understand the process of transformation and the importance of communication during the transformation process.

Figure 4: Question 3



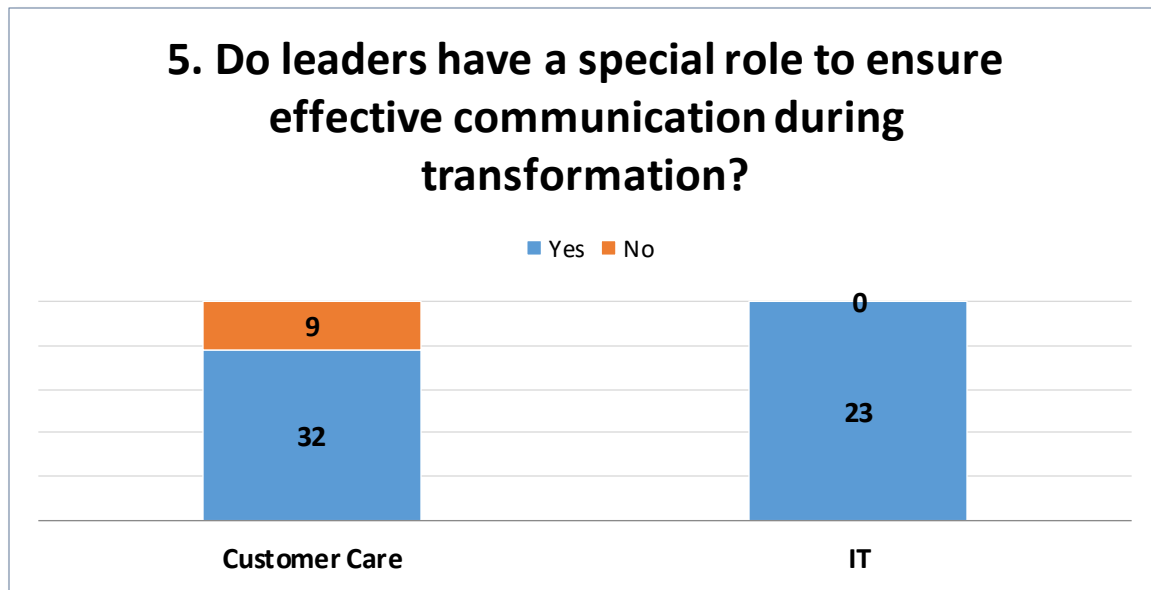
When asked “ Was the communication clear and concise?”, the majority of the respondents from the IT department indicated “yes” as opposed to those from the Customer Care department with 31 saying “no” on communication being clear to them.

**Figure 5: Question 4**



When asked about the impact of negative communication on the transformation of the organization, response was mostly positive.

**Figure 6: Question 5**



When asked about the leader's role in the communication process, the entire IT respondent believed that leader's role is extremely important and effective in the communication of organizational transformation, while 9 out of 41 respondents of the Customer Care department said that leader's role is not very critical in the communication process.

### **Interview results**

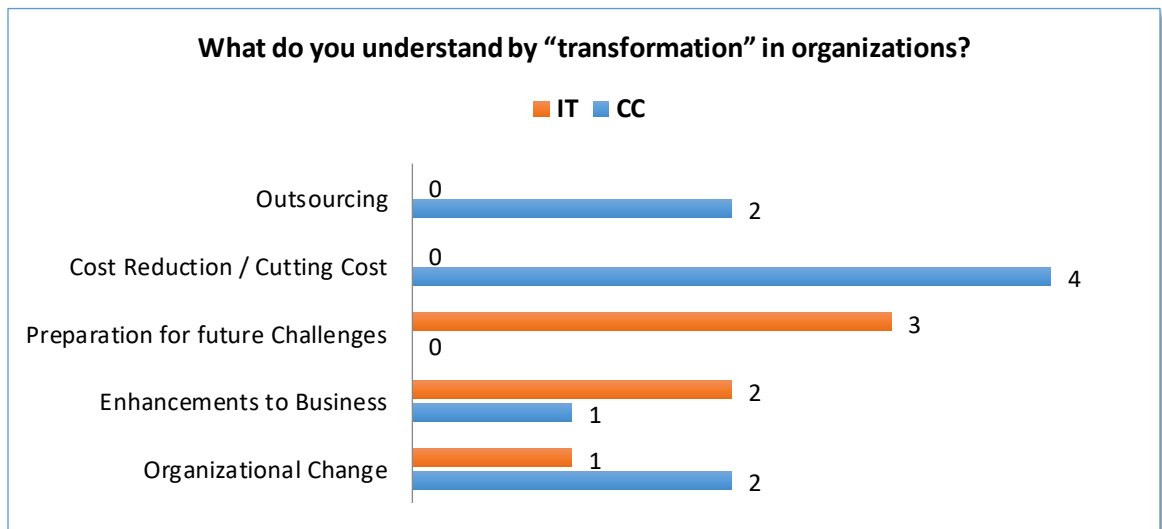
Ten questions were chosen for the interviews. The interview questions were of narration type.

The interview results were categorized into specific thematic areas and organized using the relevant tables and charts.

During the interviews, the researcher considered a total of 15 people from the two departments. Out of the 15 respondents, 6 people were from the IT department while 9 people from the customer care department.

**Interview questions and responses:**

**1. What do you understand by “transformation” in organizations?**

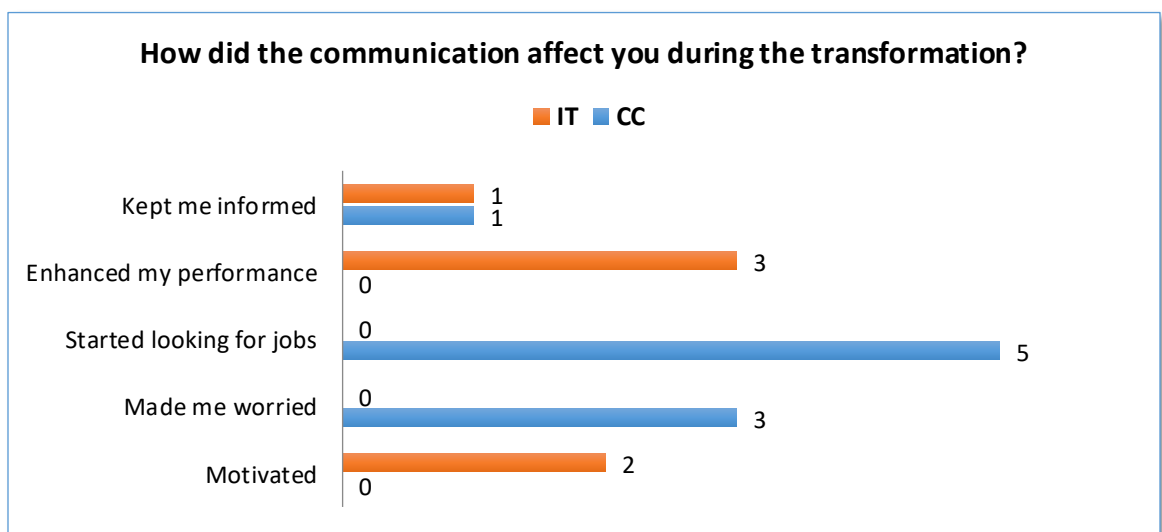


**Comments by respondents:**

- “It means organizational change of people, objectives and targets”
- “It means that the change will bring enhancements to the business in positive manner”
- “Transformation means building and developing human capabilities to meet future challenges”

- “It simply means that the company is now going through tough time and would like to cut cost”
- “Making people redundant and outsourcing all functions to reduce cost”

## 2. How did the communication affect you during the transformation?

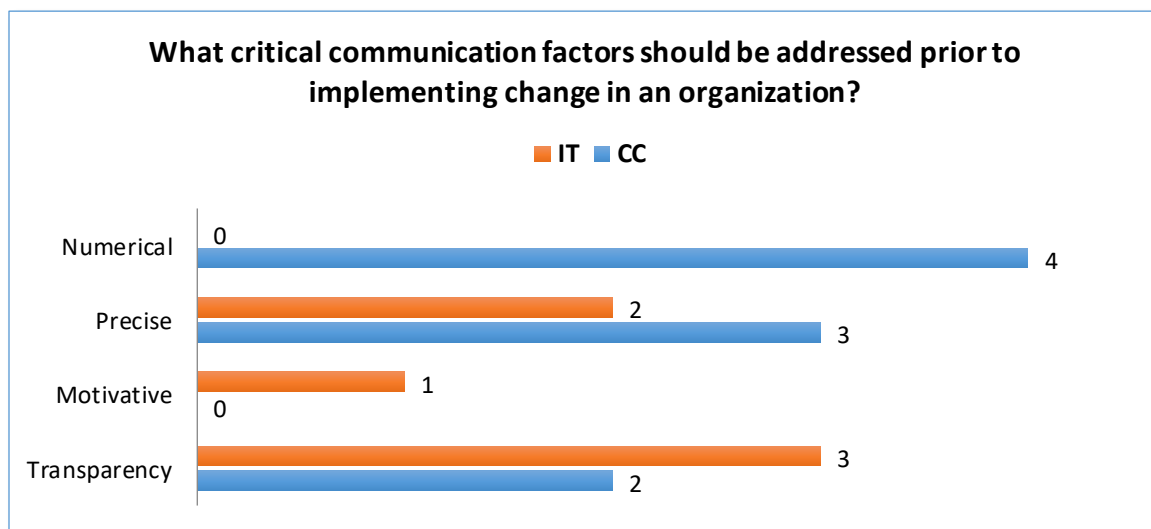


### Comments by respondents:

- “It made me feel part of a great development that would brighten up our careers, it simply motivated me.”
- “We were worried that we might lose job or might be transferred to other regions”
- “I simply started looking for other opportunities because I knew that this would lead to cutting jobs”

- “I was waiting for this message. It boosted my morale and made me more productive because I could now see a positive change coming in”
- “It kept me well informed on all aspects of organizational developments”

**3. What critical communication factors should be addressed prior to implementing change in an organization?**



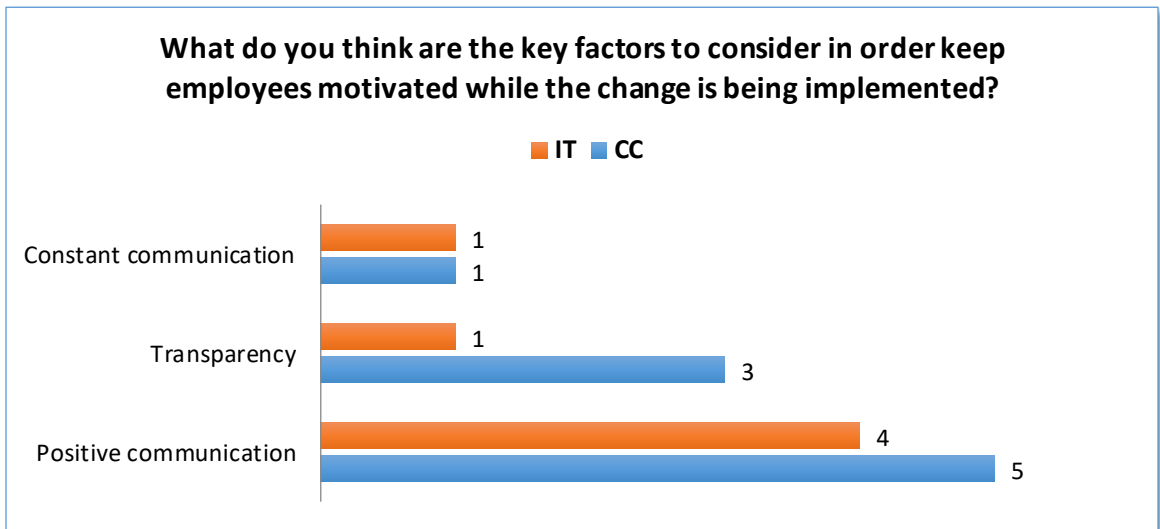
**Comments by respondents:**

- “Message should be very clear and transparent, without any hidden agendas”
- “It should be addressed to motivate people”
- “It should be very precise, outlining all major aspects of change and the end result of this change”



- “Communication should give out clear and precise numerical figures such as Cost Reduction, Number of Employee to be made redundant, expected financial outcome, etc.”

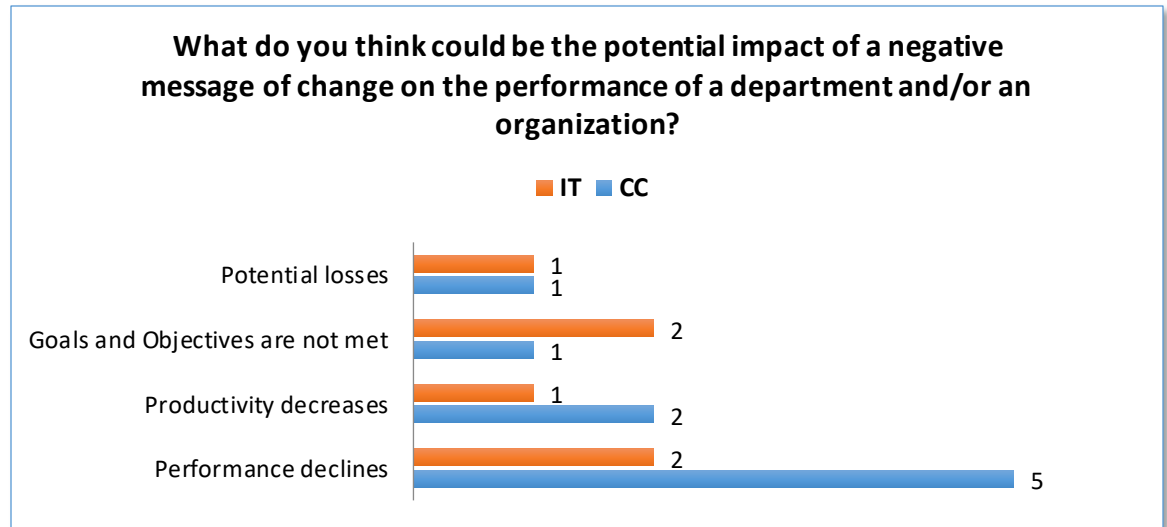
**4. What do you think are the key factors to consider in order keep employees motivated while the change is being implemented?**



**Comments by respondents:**

- “Continuous messages motivating people with good results”
- “Messages should be transparent and not ambiguous”
- “Keep sending in messages and updates”

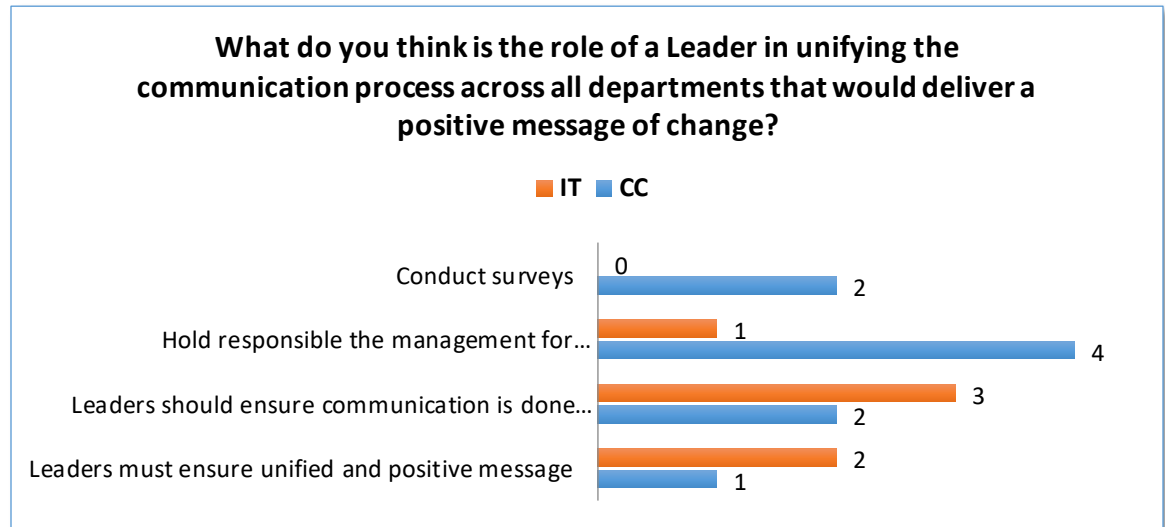
**5. What do you think could be the potential impact of a negative message of change on the performance of a department and/or an organization?**



**Comments by respondents:**

- “When the message is negative, it is a threat and therefore performance declines”
- “People tend to work less and gossip more and hence productivity declines”
- “Negative messages kills the objective of the Change and hence failure is inevitable”
- “Company loses good staff, productivity goes down, and therefore potential losses are anticipated”

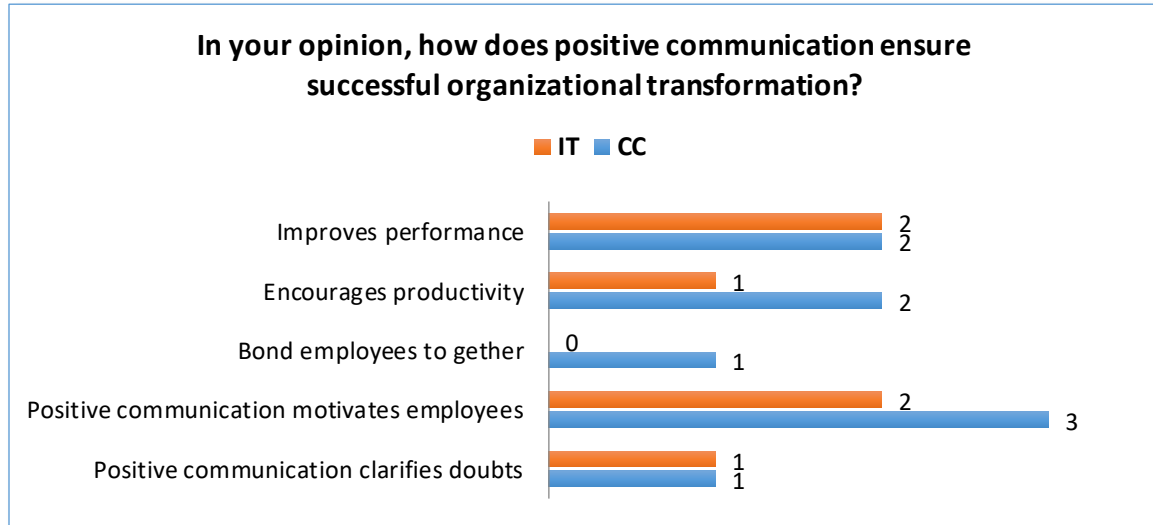
**6. What do you think is the role of a Leader in unifying the communication process across all departments that would deliver a positive message of change?**



**Comments by respondents:**

- “Senior Management and Leaders of organization should ensure a unified and positive message”
- “Communication should reach all levels of employees “
- “There should a process of accountability for wrong and negative messages”
- “Leaders should establish a process of conducting regular surveys to gauge the communication process”

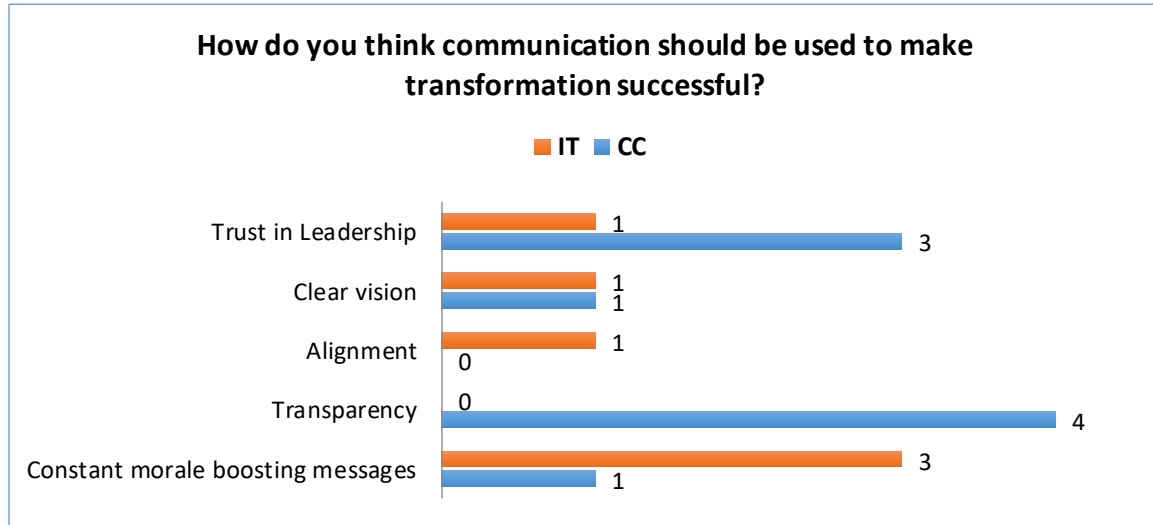
7. In your opinion, how does positive communication ensure successful organizational transformation?



**Comments by respondents:**

- “When change is being implemented, employees usually develop a lot of doubts and ambiguity, therefore positive communication helps eliminate doubts”
- “It motivates people and make them feel part of the change”
- “It helps in keeping employees to gather rather than splitting in to teams and groups”
- “Employees want to give better results in order to be recognised”
- “Employees get motivated and hence perform better”

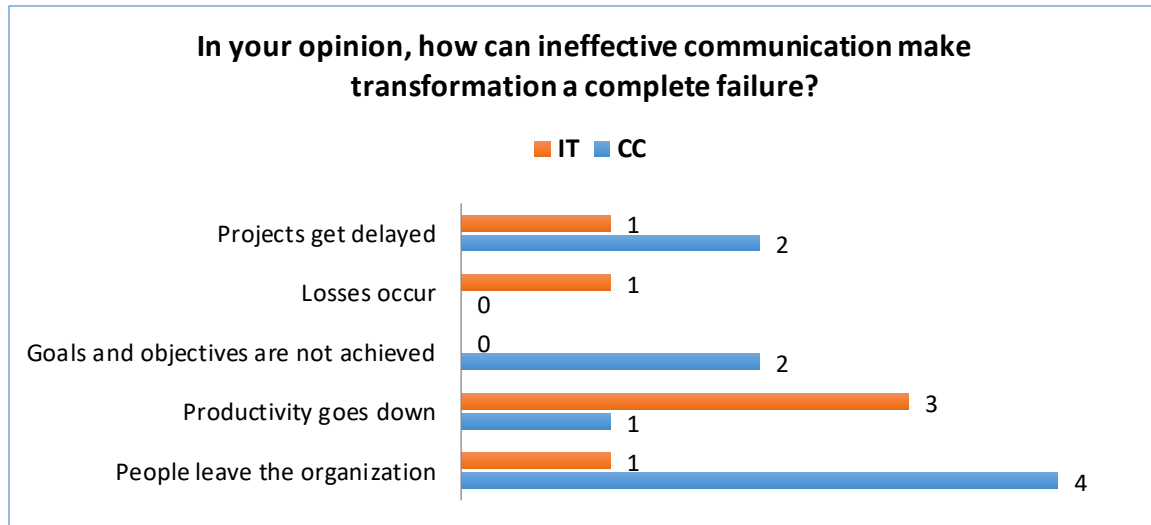
8. How do you think communication should be used to make transformation successful?



**Comments by respondents:**

- “Visual communication with lots of motivating notes should be constantly addressed”
- “Clear and transparent message on what is going to happen”
- “All employees, at all levels should be aligned with the objective of change”
- “Show clear and precise vision of the change”
- “Positive communication will build trust in Leadership of the organization”

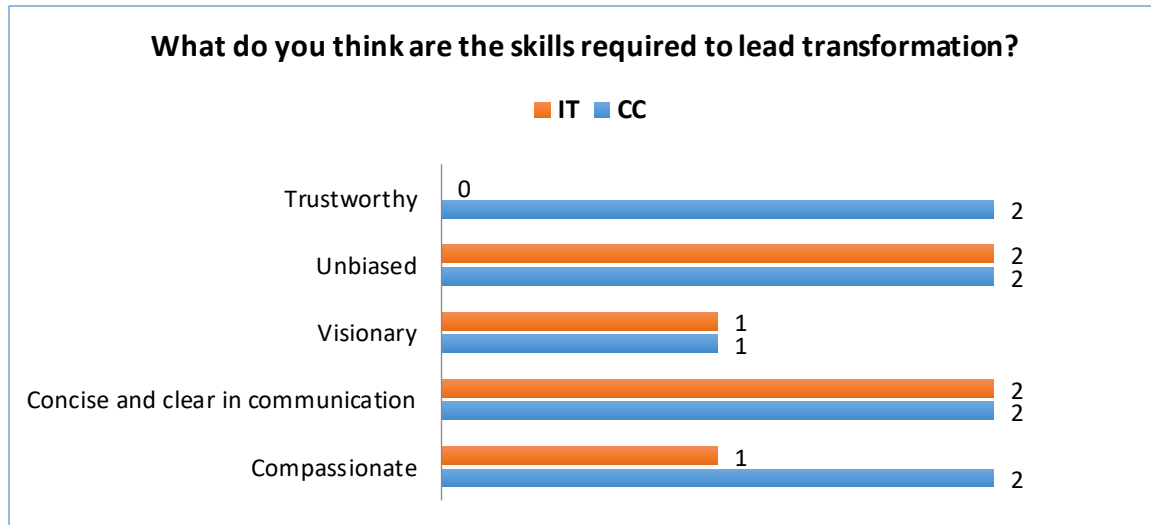
9. In your opinion, how can ineffective communication make transformation a complete failure?



**Comments by respondents:**

- “Negative communication such as "Your Jobs will be evaluated and if not meet the expectation, it will be eliminated“ will push people to look for jobs”
- “With negative messages floating around, people tend to engage in non-productive work such as unnecessary meetings, gossip and discussions which leads to low productivity”
- “Objectives of the Change will not be achieved if the employees of the organization does not get positive messages”
- “Productivity goes down and hence losses occur”
- “Major projects get delayed due to lack of interest by project owners”

10. What do you think are the skills required to lead transformation?



**Comments by respondents:**

- “Leaders of Transformation should feel for the people who might be impacted by change and hence find an alternate solution for them”
- “Leaders of Change should have a very clear vision and must be transparent”
- “Leaders should have a vision of what they will arrive at after the change is implemented”
- “Leaders should be totally unbiased in their actions”
- “Leaders should create a special bond with employees by being fair and open in their decision making and hence gain trust”

## **Conclusion**

The results of the research highlight how important an effective communication strategy is to the transformation and organisational change that was carried out successfully at Connectcom Ltd. Communication was shown to have a major effect in how workers regarded the organisational transformation process, according to the comments received from both the survey participants and those who were interviewed. This underscores the need of successfully communicating with workers throughout organisational change, since this may have a substantial influence on the employees' level of motivation and job satisfaction.

According to the findings of the research, there were a total of 64 individuals who took part in the survey, with 41 of them coming from the Customer Service department and 23 of them coming from the IT department. Although a lesser number of replies being received than was anticipated, the data gathered gave very helpful insights into the communication tactics that were used during the process of change.

According to the responses received in the survey and interviews, participants from the Information Technology department were more pleased with the change process than those from the Customer Service department. This may be ascribed to the fact that the managers and leaders of the IT department provided their employees with improved communication, which resulted in a transfer that went more smoothly. On the other hand,



the participants from the Customer Service department voiced their discontentment with the communication tactics since they believed that they had been excluded from the reform process.

The results of the research indicate that the communication tactics that were used throughout the process of transformation were not similar across all departments. This finding highlights the need of maintaining communication that is both consistent and successful. The comments left by the participants further demonstrated that it is essential to communicate in an open, frequent, and straightforward manner with workers in order to guarantee that they comprehend the process of change and the part they play in it. Good communication helps to develop trust and confidence among workers, which is vital for a successful transformation process. This is an essential component of a successful transformation process.

The results of this study lend credence to the conclusions of prior studies that emphasise the significance of communication in the processes of organisational transformation. Good communication allows workers to grasp the logic behind the changes, the advantages of the changes, and the possible problems, which makes it simpler for them to accept and adjust to the new changes. In addition, efficient communication helps to reduce the levels of fear and uncertainty experienced by workers, which in turn leads to increased levels of job satisfaction and loyalty to the business.

The significance of leadership in effectively managing organisational change was another point driven home by the results of the research. For there to be good communication, there has to be strong and talented leaders who are able to properly convey the changes and how they will influence the business and the workers working there. The leaders of an organisation have a responsibility to be proactive in their communication, ensuring that all workers are kept informed and involved throughout the process of change.

In conclusion, the research sheds light on how important of a role communication plays in enabling the effective implementation of organisational change and transformation. The responses to the survey and the interviews underscored how important it is to communicate in a way that is understandable, consistent, and open to scrutiny, particularly during times of transition. The results also underlined the need of maintaining consistency in communication across all departments and the significance of strong leadership in the management of organisational transformation. Building trust, confidence, and dedication among workers may be accomplished via effective communication, which in turn leads to increased levels of job satisfaction and the overall success of the firm. At times of transition, organisations should place a high priority on developing efficient communication strategies, since this factor may have a considerable influence on the level of success achieved by the transformation process.

A detailed analysis of the survey as well the interview is carried out in the next chapter (Discussions and Findings).

## **5. Discussion and findings**

### **Introduction**

The aim of the study was to understand how employees of two different departments (IT and Customer Care) perceive 'transformation' and react to it due to the different forms of communication within their departments. The study also aimed to establish the key factors that can make the organizational transformation successful or a complete failure due to ineffective communication. In order to address the study objectives, 200 survey forms were distributed to the participants from both the IT and Customer Care department (100 to each department). However, only sixty four staff responded to these surveys. Fifteen people were also interviewed from the two departments in order to obtain in-depth evaluation of the subject.

### **Survey results**

#### **Communicating change to the employees**

The responses to the question "Did the management communicate the proposed changes to you?" were largely consistent with the findings that were presented by Finch (2011), Polsky & Gerschel (2010), and Garger (2003). These authors suggested that employees will frequently find it easier to accept change when it is well communicated to them. The feedback regarding this question was largely in line with these findings. 27 workers were under the impression that the procedure of the transition was not explained to them. They said that they were not given sufficient information on the alterations that were suggested and that this was the reason why they did not welcome the alterations. This helps to

understand why the majority of respondents from the customer service department were unhappy with the process of transformation. According to Finch (2011), it is very uncommon for a change to be accomplished without any opposition, and he also claims that without authentic communication, the hearts and minds of workers are never captivated. Throughout the process of implementing change in businesses, effective communication methods are highlighted as being of utmost significance in the comments and feedback received from respondents.

According to Muema (2013) and Watson (2007), one of the most crucial success elements for any change implementation process is communication that is both effective and suitable. When change is on the horizon, workers have the option of either embracing it or fighting against it; nonetheless, it is beneficial to communicate in a positive manner and encourage them to comprehend the process. A constructive line of communication helps to ensure that workers appreciate the advantages of the change being implemented and maintains a positive situation with regard to what has previously been planned. Since the personnel in the IT department had access to sufficient information, they were in a better position to readily accept and successfully navigate the transition. On the other hand, workers in the customer service department who were not adequately informed about the change found it challenging to adapt to the change.

In today's rapidly changing business environment, organizations need to communicate effectively with their employees about changes in strategy, operations, and culture. Effective communication is essential to ensure that employees are engaged, motivated,

and committed to the change process. Communication is also critical to address employee concerns, manage resistance, and facilitate a smooth transition.

Here are some strategies and best practices that organizations can use to effectively communicate change to their employees:

**Start with a clear message:** Before communicating change, leaders must be clear about the reasons for the change and its implications for the organization and employees. They must craft a clear message that clearly communicates the need for change, the benefits of the change, and what it means for employees. The message should be simple, concise, and compelling.

**Use multiple communication channels:** Different employees have different communication preferences. Some may prefer face-to-face communication, while others may prefer email or social media. To ensure that everyone receives the message, leaders must use multiple communication channels, such as town hall meetings, emails, social media, and intranet announcements.

**Be transparent:** Transparency is critical when communicating change. Leaders must be honest and open about the reasons for the change, the impact on employees, and the expected outcomes. They should provide as much information as possible and address any concerns or questions that employees may have.

**Involve employees:** Employees are more likely to embrace change when they are involved in the process. Leaders should involve employees in the change process by

soliciting their feedback, ideas, and suggestions. This can be done through focus groups, surveys, or one-on-one meetings.

**Provide training and support:** Change can be stressful for employees, especially if it involves new processes or technologies. To help employees adjust to the change, leaders should provide training and support. This can include training programs, mentoring, coaching, or access to resources and tools.

**Monitor progress:** Leaders should monitor progress and provide regular updates to employees. This can include progress reports, feedback from customers or stakeholders, or updates on milestones and achievements. Regular communication helps employees understand how their contributions are helping the organization achieve its goals.

**Address resistance:** Change can trigger resistance among employees. Leaders must be prepared to address resistance and manage it effectively. This can be done by acknowledging employee concerns, addressing them directly, and providing support and resources to help employees adjust to the change.

In conclusion, effective communication is critical to the success of any change initiative. Leaders must craft a clear message, use multiple communication channels, be transparent, involve employees, provide training and support, monitor progress, and address resistance. By following these best practices, organizations can communicate change effectively and ensure that employees are engaged, motivated, and committed to the change process.

### **Importance of communication during the change process**

The second question required the respondents to identify whether constant communication is important by simply responding with a “yes” or “no” to the specified question. The study revealed that employees consider communication as a very crucial factor that plays an important role in determining the outcomes of change. The respondents from both the departments believed that communication during change enhances interactions and reduces resistance. The feedback was greatly supported by the literature presented by Polsky & Gerschel (2010) who argue that communication is everything in the change process. In his view Filho (2012), believes that talking to the employees who are in the midst of organizational change is a crucial thing. Just as described by Wehrich, Koontz and Cannice (2013), the feedback must have been influenced by the notion that communicative practices are an important part of change and often mediate issues. The respondents’ feedback must have also been influenced by the fact that negative communication is often misleading and a key problem in the change implementation. The respondents from the customer care department believed that that the leadership should be blamed for change failures. The argument is greatly supported by Lehman & DuFrene (2010) and Parsley (2006) who argue that negative communication is a key contributor to conflict. Lehman & DuFrene (2010) argue that communication that is conflicting, ambiguous and untimely endangers the implementation of change because it encourages resistance and gives room for chaos. Communication plays a crucial role in the success of any change process within an organization. Effective communication ensures that everyone involved in the change



process understands why the change is necessary, what it entails, and how it will be implemented. Here are some reasons why communication is essential during the change process:

**Creates Awareness:** Communication helps to create awareness about the change process among employees, stakeholders, and other parties involved. It helps everyone understand why the change is necessary, what it entails, and how it will affect them.

**Builds Support:** Effective communication helps build support for the change process. By communicating the benefits of the change and how it will positively impact the organization, employees and stakeholders are more likely to support it.

**Provides Clarity:** Communication provides clarity around the change process, including what is changing, how it will be implemented, and the timeline for implementation. This helps to minimize confusion and misunderstandings that can arise during the change process.

**Encourages Engagement:** Communication encourages engagement by involving employees and stakeholders in the change process. By soliciting feedback, suggestions, and ideas, employees and stakeholders feel that they have a voice in the process, which increases their engagement and buy-in.

**Helps Manage Resistance:** Communication helps manage resistance to the change process. By being transparent and open about the reasons for the change, addressing concerns and questions, and providing support and resources, leaders can help reduce resistance and increase acceptance of the change.

**Facilitates Collaboration:** Effective communication fosters collaboration among employees and stakeholders during the change process. By sharing information and working together, teams can better understand the change and its impact, and work collaboratively to implement it.

**Increases Accountability:** Communication increases accountability during the change process. By clearly communicating roles, responsibilities, and expectations, employees and stakeholders are more likely to take ownership of their responsibilities and be accountable for their contributions to the change process.

In conclusion, communication is crucial during the change process. It creates awareness, builds support, provides clarity, encourages engagement, helps manage resistance, facilitates collaboration, and increases accountability. By communicating effectively, organizations can ensure that the change process is successful

### **Positive and negative communication and role of Leadership**

When asked the question “Was the communication clear and concise?” and “Do leaders have a special role in the communication process?”, almost all the respondents from the IT department indicated “Yes” as compared to the 10 out of 41 respondents from the customer care department indicating “Yes”. 32 survey participants were happy that they received sufficient and positive information regarding the change process. According to Lehman & DuFrene (2010), positive communication climate is promoted by use of proper communication procedures and language to explain to the employees the relevance and importance of the proposed changes. According to Guffey & Almonte

(2009), human communication is a process, which relies on the language and depends partly on the value, which the group standard has for the person. Resistance to change diminishes when communication is effective and positive.

Wehrich, Koontz and Cannice (2013) also explain that it is easier to communicate the changes to a group of employees than to approach them separately. Based on the feedback, the respondents must have been influenced by the idea that positive communication elicits the help and support of the employees toward the proposed change.

While the participants from the IT department were happy with the communication process, the other respondents from the customer care department appeared to be unhappy with the process. Poor communication gave the impression that the employees were not part of the change and that the leadership was less concerned about them. Based on the information presented by Lehman & DuFrene (2010), emphasis on positive communication contributes to employee participation and involvement in the change process.

The survey results showed that communication between the employees and the leadership is an excellent strategy to strengthen credibility within the organization. Employees believe that negative communication occur when there is lack of sufficient information or when the leaders forget to communicate in the right manner regarding the proposed changes (Muema 2013).

## **Interview results**

The interviews revealed very interesting results regarding the impact of negative and positive communication on employees.

## **The meaning of transformation**

The first interview question was intended to establish whether the employees understood the meaning of the term “organizational transformation”. Looking at the descriptions provided by the respondents, there are several terms that could be used to describe “transformation”. It was evident that the employees understood the meaning of “transformation” within the organizational context. Three people described it as “organizational change”. When asked to explain their descriptions, the interviewees mainly stated that transformation should be understood as a process that involves making fundamental changes in an organization rather than improving and developing it. His description supported the explanation provided by Guffey & Almonte (2009), who describes alteration of processes and approaches used within the organization. One person defined it as “preparation for future challenges”. His interpretation was that transformation involves movement from one stage to another which basically implies that the firm experiences a transition that may either be welcome or resisted depending on how well it’s communicated to the employees. The description precisely matches Lehman & DuFrene (2010)’s interpretation that change is a way of transitioning and improving continuity. Three interviewees described it as “enhancement to business”. According to them, the transformation process allows for activities that scrap particular aspects and changes the bureaucratic processes through adoption of new techniques and

technologies in order to enhance productivity and performance. Woodman, Pasmore & Shani (2009) support this description in the sense that when adopting new technology, the ultimate impact is that a total redesign often has to take place. Two of the interviews stated, “Organizational transformation simply means Outsourcing”. This shows the level of fear employees from Customer Care have due to inappropriate communication received from their leaders.

Based on the information provided by the respondents from the IT department, they believed that transformation should be understood as a mere modification to the structure and components within the organization. The interviewees from IT department further explained that organizational transformation means essentially changing the organization to operate better within the competitive business environment. The idea underscored by the respondents was much similar to the Lehman & DuFrene (2010)’s argument that transformation is a process that involves refining the firm’s mission and restructuring it to alter the patterns of interaction and leadership. The other additional descriptions provided were closely related to the above definitions. The respondents also understood “transformation” as a process that involves refinement of organizational components and fine-tuning the company to make incremental alterations. However, respondents from Customer Care department showed fear and uncertainty in their responses. They perceived “transformation” as a means of “Cost cutting / cost reduction” and getting rid of people from the organization.

### **Impact of positive and negative communication on employees**

When asked “Was the communication positive or negative?” the feedback revealed that positive communication was attributed to effectiveness and success in the change process. The feedback also revealed negative communication foster ineffective and encourage resistance to the proposed changes. 7 out of the 15 interviews, who were mainly from the IT department, were satisfied with the communication they received from the firm leadership. In their view, positive change communication by the managers and the supervising staff positively influences the employees’ behavior and reaction toward the proposed changes. Woodman, Pasmore & Shani (2009)’s argument strongly supports this view because they emphasize that effective internal communication from the leaders minimize uncertainty and is associated with high degree of employee adjustment and positive organizational outcomes. The literature presented by Woodman, Pasmore & Shani (2009) also suggests that when change is communicated effectively, employees feel as part of the change process. Lehman & DuFrene (2010) also explains that reactive communication is ineffective and detrimental to the change process. The feedback from the respondents showed that the diverse employees from the different departments are influenced by communication during the change process.

5 out of 9 respondents from the Customer Care department indicated that they “started looking for job” because of the change communication they received from their leadership. This indicates the nature of communication done by the leader of this department.

The role and impact of communication has been examined in various settings. However Kiefer (2002) argues that only a few authors have investigated the interrelated impact of communication on the change process. According to Kiefer (2002), leadership communication during change affects employee perception of the change process. The case study by Lehman & DuFrene (2010), also emphasize communication have a significant bearing on the change initiatives and affects that alignment of organizational models and strategies (Muema 2013).

Effective communication is an essential component of any successful organization, and it has a significant impact on the overall well-being and productivity of employees.

Communication is a two-way process, and the messages delivered by employers or managers can have both positive and negative impacts on employees. Positive communication creates a favorable work environment, enhances job satisfaction, and boosts productivity, while negative communication can demotivate employees, harm morale, and negatively affect job performance. In this essay, we will explore the impact of positive and negative communication on employees in detail.

### **Positive communication**

Positive communication in the workplace helps to build a supportive work environment where employees feel valued, motivated, and engaged. It creates a sense of community and fosters a culture of trust and respect. Positive communication can take various forms, such as providing feedback, recognition, and encouragement.

Providing feedback is an important aspect of positive communication. Feedback helps employees to understand their strengths and areas of improvement, which can enhance their job performance. Constructive feedback can help employees feel supported and motivated to continue improving their skills and performance.

Recognition is another form of positive communication that can boost employee morale and job satisfaction. Employees who feel appreciated for their hard work and contributions are more likely to be motivated to continue delivering high-quality work.

Encouragement is also essential in creating a positive work environment. Managers who encourage their employees to take on challenges and new opportunities can help them develop their skills, increase their job satisfaction, and feel valued as a member of the team.

### **Negative communication**

Negative communication in the workplace can have detrimental effects on employees' well-being and job performance. It can lead to feelings of frustration, anxiety, and dissatisfaction, ultimately resulting in decreased motivation, low morale, and poor job performance. Negative communication can take various forms, such as criticism, belittling, and bullying.

Criticism is a common form of negative communication that can harm employee morale and productivity. Managers who focus on the negatives and criticize employees' work without providing constructive feedback can demotivate employees and create a negative work environment.



Belittling and bullying are also harmful forms of negative communication. Employees who feel belittled or bullied may experience feelings of isolation, anxiety, and low self-esteem. This can lead to decreased motivation, job satisfaction, and productivity.

In conclusion, communication plays a vital role in employee well-being, job satisfaction, and productivity. Positive communication can create a supportive and productive work environment where employees feel valued, motivated, and engaged. Negative communication can harm morale, decrease motivation, and negatively affect job performance. Therefore, managers and employers should strive to create a culture of positive communication in the workplace to enhance employee well-being and productivity.

### **Critical communication factors**

The interviews revealed a range of critical communication factors that need to be addressed prior to the change implementation. The factors identified were “transparency, motivating, precision and numerical”. The five respondents who identified “transparency” believed that the alignment, confidence and relationship between the employees and the leaders is critical to the credibility of the communication and this can be achieved through transparency. According to the respondents, it is important that some level of trust should exist between the staff members. According to Woodman, Pasmore & Shani (2009), employee’s perception of trust are strongly influenced by previous experiences and the relationships they have formed with the members of the organization. Employees in a company are more likely to perceive the rationale for the organizational change as legitimate in situations of high levels of trust and transparency as compared to

the situations of low trust and ambiguity. One of the respondents stated, “Low level of transparency often hinder the change implementation process”.

Polsky and Gerschel (2010), noted that trust is the foundation of effective communication. Forward-looking leaders acknowledge the importance of trust and ensure they do not lose the employees’ trust. Boonstra (2008) also explains that engaging employees makes them feel respected and part of the organization overall plans.

Collaborating with employees creates a good atmosphere for effective communication and information sharing. Just as Boonstra (2008) puts it, communication strategy requires trust in which employees understand that they have an open and frank discussion without fear of reproach or recrimination. On the other hand, Polsky and Gerschel (2010) explain that effective communication is vital in building trust. The leaders should accurately transfer information to the employees. It is also important to internalize information in all forms and in ways that accurately translates all concepts (Muema 2013).

Four interviewees also identified “Effective leadership” as a critical communication factor during organizational change. According to them, effective leaders can communicate information through the various organizational layers even through the jamming signal of special interest groups and rivals. Desourdis (2009) proposed that communication was an essential variable that support the success of others. A review presented by Desourdis (2009) on leadership showed that communication between a leader and the employees is a vital factor in attaining the required organizational change (Woodman, Pasmore & Shani 2009). One of the interviewees from the IT department quoted that “transparency in communication is a critical factor because it acts as a

mechanism through which the management create and maintains relationships of power and authority of the workers”.

The discussion presented by Boonstra (2008) reveals that organizational change involves complex communication processes and a wide array of issues around the organization. Boonstra (2008) advises that employees should be well informed regarding the change and made to feel that they are part of the decision-making process. According to Boonstra (2008), it is important that the management should be viewed by employees as clearly understanding all organizations issues and supporting the right change efforts. Effective leadership is therefore considered critical in the organizational change process. The significance of leadership is not limited to times of upheaval and change. In many instances, ineffective communication during organizational change operations has led to devastating results.

The five interviewees who identified “precise” as a critical communication factor mainly explained that cross-functional collaboration is a strong strategy for stimulating and achieving change implementation. According to them, the focus on the right objectives creates an environment where the employees admire the firm’s values and performance and are proud of their position within the organization. They also believed that a strong focus on objectives supports the efforts to achieve the mutually constructed, shared goals. Four people mentioned “Numerical” as a critical communication factor. They believed that giving out numerical information such as targets of revenue generation, employee numbers, etc. will help in developing a positive culture of change. According to them,

numbers help employees understand better what exactly is expected by the end of the change process.

## **Conclusion**

In conclusion, the research used a total of 64 people for the survey and 15 people for the interviews. The findings of the survey as well as the interviews revealed some really fascinating information on the influence that negative and positive communication have on workers of a business throughout the process of change. According to the findings of the poll, workers have an easier time adapting to change when they are provided with enough information about it. Communication that is both negative and ineffective lowers levels of trust between workers and leadership, which in turn makes it more difficult for employees to work together. The findings of the research also revealed that communication is crucial to the success of the transformation process. The practises of communication are a key component of transformation and often serve as a type of conflict mediation. A communication style that is negative leaves possibilities for disagreement and conflict. The implementation of change might be put in jeopardy when communication is imprecise and hostile since this fosters opposition to the change and creates space for disorder. Before beginning any process of change, it is necessary to address important communication elements that need to be considered. It was also observed that the communication styles of two distinct leaders within the same firm might make a tremendous impact in the process of change management.



## CHAPTER VI

### CONCLUSIONS AND RECOMMENDATIONS

#### **Introduction**

This chapter will attempt to synthesise the debates, analyses, and facts that were provided in the chapters that came before it. The purpose of this research was to evaluate the influence that negative and positive communication have on workers of a business when that organisation is undergoing change. Throughout the Middle East Region, the inquiry was conducted out at a telecommunications company known as Connectcom Ltd. The primary objective of the research was to get a knowledge of how personnel from the two distinct departments behave and react to change in light of the various modes of communication and modes of delivering the message. The research that has been done up to now, which has been presented by a variety of writers such as Guffey and Almonte (2009) and Filho (2012), has shown that communication has a significant influence in influencing how employees would react to the process of change implementation.

According to the research, effective communication reduces uncertainty and encourages more positive organisational outcomes, whereas negative and ineffective communication is considered to be a major cause of uncertainty and resistance from employees. This is because effective communication minimises uncertainty and encourages more positive organisational outcomes.

The research that has been done also demonstrates that communication is an essential component, an essential factor, and an essential part of the transformation process.

According to the findings of prior research, the process of implementing change is an essential one in any business, as it is one of the key activities that allows the organisation to keep up with the rapid speed of the dynamics of the market.

Studies such as Polsky and Gerschel (2010), Boonstra (2008), and Lehman and DuFrene (2010) found that owing to the rapidly shifting nature of the business environment, adapting to change is an essential prerequisite for an organization's continued existence as well as its capacity for expansion. Leadership and management are responsible for ensuring that the strategic goals of change are properly aligned. Leaders play a crucial role in communicating change to employees and ensuring that changes are explicitly designed to enhance organisational performance and to make the company more prosperous, effective, and likely to survive. Leaders are also responsible for ensuring that changes are explicitly designed to improve the likelihood of survival of the company.

According to the research shown above, communication builds a bridge of understanding between those who want to implement change and those who are actively participating in the process of change.

Scholars of communication like Lehman & DuFrene (2010) and Polsky & Gerschel (2010) relate the failure of organisational change to unfavourable and inadequate communication between the individuals participating in the change process and the implementers of the change. The writers have offered a variety of viewpoints, including cultural viewpoints, which assist explain the routines, values, institutional arrangements, and norms that exist inside the company and which restrict the capability of the individuals to adopt different behaviours and interaction patterns. According to the

findings of the research, some workers have a hard time adapting to change and, as a result, contribute to an atmosphere that is unfavourable towards the change. Individuals have a problem with the implementation of systems that put their employment at danger, as well as those that create stress and uncertainty in their lives.

The majority of viewpoints centre on the idea that the hurdles to change are mostly attributable to the actions of individuals inside the company as well as the organisational structure itself. By conveying changes in the most efficient and upbeat way possible, you may help prevent negative attitudes and unexpected action on the part of your staff.

In addition, the research conducted by other writers, such as Polsky and Gerschel (2010), acknowledges the value of communication throughout the process of transformation.

They believe that communication plays an essential part in the process of announcing change as well as fostering comprehension of and commitment to the change that is being suggested. According to the many theoretical frameworks of organisational change, the level of resistance to change may be reduced to a manageable level by convincing workers via persuasive and efficient communication. The employee attitudes may be shaped by positive communication, which also motivates employees to support the change implementation.

According to the findings of the survey as well as the interviews that were conducted with the workers, employees believe that effective and appropriate communication is a key success component that greatly impacts the success of the change implementation process. The workers felt that it was very important to communicate with other staff members when the company was going through a period of organisational



transformation. The findings from the interviews also demonstrated that "organisational change" is regarded to be the process by which a corporation adopts new strategies and approaches, or that is targeted at transforming the current structure and components inside the organisation (Polsky & Gerschel) (2010). The majority of respondents had the understanding that a reduction in uncertainty brought about by effective management communications inside the business led to a high degree of organisational results. They realised that when change is successfully conveyed, people feel valued and a part of the process of change. On the other side, the feedback suggested that inefficient and counterproductive communication is damaging to the process of transformation. It leads to a decline in both performance and production in addition to raising a number of issues. The responses received from the Information Technology department as well as the Customer Care department demonstrated that communication throughout the change process had an effect on the various individuals working in the various departments. It is possible to draw the conclusion that communication, even if it were of an exceptional quality, would not automatically be able to overcome opposition to change. Prior to the execution of the change, it is important to address important communication elements. Trust among the personnel, concentration on shared objectives, and culture inside the business are some of the contributing variables. It is essential to the integrity of the communication that there be an atmosphere of confidence and trust between the workers and the leaders. It is essential for there to be a high degree of trust between the members of the staff and the leaders of the organisation. This is due to the fact that workers in companies are more likely to recognise the reason for the organisational change as

legitimate in circumstances when there are high levels of trust as opposed to circumstances where there are low levels of trust.

Leaders that are effective are able to disseminate information across the different organisational levels in a way that bolsters the accomplishments of their subordinates. The conversation emphasises the fact that complicated communication mechanisms are involved in organisational transformation. Hence, it is important that employees have access to sufficient information on the upcoming change and that they are given the impression that they will have a role in both the decision-making and the execution processes. Throughout the process of transformation, the likelihood of collaboration is impacted by a variety of factors, including variances in culture as well as varied expectations, values, and behavioural norms.

### **Implications of the study**

The ability to communicate clearly and effectively is an essential component of any thriving business, and it has a considerable influence on both the general health of the workforce and their level of productivity. The outcomes of this research give important information that may direct the future change plans for Connectcom Ltd., which is necessary for the development of the business. The research gives insight into the relevance of good communication in guaranteeing the success of change projects by assessing the effects of both positive and negative communication on workers.

The research came to a number of important conclusions, one of the most important of which was that effective communication had a major influence on employee motivation,

work satisfaction, and overall productivity. A supportive work environment is one in which workers feel appreciated and are encouraged to achieve to the best of their abilities. Good communication, in the form of feedback, acknowledgment, and encouragement, helps to establish this kind of atmosphere. This conclusion highlights the need for Connectcom Ltd to integrate positive communication tactics into its future change plans in order to guarantee that its staff are motivated and involved in the change activities.

On the other side, the research underlines the negative effect that negative communication may have on the well-being of employees as well as their performance at work. Employees may be demotivated and a poor work atmosphere that is harmful to morale and productivity can be created through negative communication in the form of criticism, belittling, and bullying. So, Connectcom Ltd. has to steer clear of negative communication and instead concentrate on giving workers with constructive feedback that inspires them to enhance both their abilities and their overall performance.

The significance of the role that management and leaders play in establishing efficient communication inside an organisation is another significant result that emerged from this research. For there to be effective communication, there must first exist a culture of openness, trust, and transparency. This culture can only be maintained by management and leaders who are dedicated to the development of a positive and encouraging atmosphere in the workplace. According to the findings of the study, Connectcom Ltd should make investments in training and development programmes for its managers and

leaders in order to improve the managers' and leaders' own communication skills and to cultivate a culture within the organisation that values effective communication.

In addition, the research reveals important communication aspects that are crucial to the accomplishment of change projects. Communication that is both clear and succinct, active listening, empathy, and timely feedback are some examples of these. So, Connectcom Ltd. need to emphasise these communication components in its future change plans in order to make certain that workers are appropriately informed about the change efforts and are involved in them.

The research offers valuable insights into the importance of employee awareness and buy-in for the changes that are being suggested. When it comes to ensuring that workers understand and are on board with the changes that have been recommended, effective communication plays a crucial role. Because of this, Connectcom Ltd. has to make investments in efficient communication tactics that will assist its personnel in comprehending the reasons behind the suggested adjustments and how those changes fit into the organization's overarching goals.

In conclusion, the outcomes of this research give crucial information that may serve as a foundation for Connectcom Ltd.'s ongoing and prospective organisational transformations. Connectcom Ltd. must prioritise positive communication strategies, invest in training and development programmes for its managers and leaders, and prioritise critical communication factors in order to ensure effective communication within the organisation because effective communication plays a critical role in ensuring the success of change initiatives. By doing so, Connectcom Ltd. is able to cultivate a

work atmosphere that is supportive, increase the motivation and productivity of its employees, and accomplish the change results that are sought.

### **Recommendations**

The Connectcom's management should understand the role and importance of communication during the firm's transformation. Prior to the change process, the administration should ensure there is sufficient and positive communications, apply the various strategies to help minimize the possibility of conflict during the change process.

This study however presents little traces of the connection between the leadership style and the impact on communication strategies. There is need for the additional study to examine how the personalities and character of the leaders can be used to ensure effective and positive communication during transformation. Furthermore, this study was conducted on a limited scale of employees. A wider pool of people will perhaps show a different picture. There was also limitation on understand the impact by gender (female participants were avoided due to the nature of work environment in the region).

At times of organisational change, strong communication is very necessary since it helps to make certain that all relevant parties are kept informed and are actively engaged in the process. The management of Connectcom has to fully grasp the importance of communication and the part it plays in the overall development of the organisation before they can go forward. Before beginning the process of change, managers have to make certain that there is enough communication with workers in order to get them ready for the impending adjustments.

Throughout the process of change, management has access to a variety of various tactics that may assist in reducing the likelihood of potential conflicts occurring. Including workers in the decision-making process, communicating with employees in a way that is clear and consistent, providing employees with assistance and training, and recognising employee contributions are some of the tactics that are included in this category. The ability to communicate clearly and effectively is one of the most important aspects of these techniques, as it contributes to the creation of an environment in which workers feel appreciated and heard.

Despite the fact that it emphasises the significance of communication techniques during organisational transformation, this research provides only a limited amount of information about the link between leadership style and communication. As a result, there is a need for more study to investigate how the personalities and characteristics of leaders may be used to guarantee successful and constructive communication throughout the process of transition.

Leaders need to exhibit particular abilities in order to facilitate effective communication throughout the transformation process in their organisations. These talents include active listening, empathy, and transparency. A culture of trust and transparency that promotes open communication, feedback, and cooperation may be established by leaders who are equipped with the aforementioned competencies. This culture has the potential to assist lessen employee resistance to change while simultaneously increasing employee buy-in and engagement.

The fact that the research was carried out with a small sample size of workers also suggests that the findings may not be applicable to other businesses in their entirety. As a result, it is essential to carry out research on a larger population of individuals in order to get a more in-depth comprehension of the significance of working together and the variety of perspectives it encompasses.

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## 1. APPENDICES

### Appendix 1: Questions For the survey- 200 participants

Sample Questions

Topic: The impact of negative and positive communication on employees of an organization  
during its transformation

Part ONE: respondent details	
Company name	<input type="checkbox"/> Connectcom company LTD <input type="checkbox"/> Other_____
Your Department	<input type="checkbox"/> IT <input type="checkbox"/> Customer Care
Gender	<input type="checkbox"/> Male <input type="checkbox"/> female
Part TWO:	
Did the management communicate the proposed changes to you?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Explain_____
Constant communication is important for successful transformation.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Explain_____

Was the communication effective (Clear and Concise)?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Explain_____
<b>Part THREE</b>	
Ineffective/negative communication makes transformation a complete failure.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Explain_____
Leaders have a special role to ensure effective communication during transformation.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Explain_____