



Exploring Communication Practices as Drivers of Employee Loyalty and Engagement

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Abstract

This study delves into the impact of organizational communication on employee commitment within the pharmaceutical industry. By selecting individual employees as the core focus for analysis, the research aimed to provide insights into how communication practices within an organization influence the level of commitment employees have towards their employer. A key research question was formulated to guide the investigation, and three specific hypotheses were developed to explore the nuances of this relationship. These hypotheses aimed to test whether effective communication channels, clarity in internal messaging, and transparent leadership communication were directly linked to higher levels of organizational commitment. The study also sought to highlight how communication strategies might foster loyalty, reduce turnover intentions, and ultimately enhance organizational performance in a competitive sector like pharmaceuticals. Through these analyses, the research contributes to understanding how critical communication processes are to sustaining employee engagement and long-term commitment in the workplace. The research was carried out with a carefully selected sample of 225 employees, which was determined to be representative of a total population of 500. The data analysis revealed significant and positive effects of organizational communication on various forms of employee commitment, suggesting that improved communication practices have a meaningful impact on enhancing employees' loyalty and dedication. Based on these findings, the study emphasizes the importance of bridging the gap between theoretical models of communication and their practical application within organizations. It recommends that companies implement effective and efficient communication strategies to not only foster employee commitment but also to maintain it over the long term. These strategies are crucial for building strong organizational ties and creating a work environment where employees are motivated to contribute to the company's success.

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1. INTRODUCTION

Multiple factors play a critical role in shaping modern workplaces to foster organizational commitment, which is essential for both organizational success and employee satisfaction (Hasan & Sadat, 2023). For organizations to thrive, they require employees who are willing to go beyond the basic requirements of their roles, contributing extra effort and time to meet the organization's objectives. At the same time, employees seek positions that fulfill their personal and professional needs, creating a mutual exchange where commitment is nurtured (Romzek, 1990). Thus, it can be argued that a key element for any organization's success lies in having a workforce that is fully engaged and committed. This level of commitment not only boosts overall productivity but also enhances the long-term stability of the organization. Effective communication, in particular, plays a pivotal role in this dynamic, as the way information is conveyed and managed within an organization greatly influences both employee engagement and the overall success of the company (Singh, 2024). A well-informed and communicative environment helps build trust, clarity, and alignment between organizational goals and employee expectations, ultimately driving the organization toward its objectives. Whether communication is understood as a phenomenon or as a descriptive process within an organization, it is widely acknowledged that many organizational challenges stem from communication-related issues. Numerous studies have explored employee-organization communication, recognizing it as a multifaceted process (Zeb et al., 2023; Lysoya et al., 2019). However, this paper specifically focuses on how this intricate process can positively influence employee commitment toward the organization. The research posits that organizations with tightly integrated communication systems are more likely to cultivate a higher degree of commitment among their employees. By examining the role of communication in organizational structures, this study delves into its various approaches, characteristics, assumptions, and directions. It emphasizes how these communication elements collectively shape the level of commitment exhibited in the workplace. The paper aims to demonstrate that effective organizational communication is not only essential for day-to-day operations but also serves as a foundational element in fostering a dedicated and engaged workforce (Singh, 2024).

While the concepts themselves may not be entirely groundbreaking, the way they are implemented and integrated to create an effective workplace relationship between employers and employees makes this study both unique and highly relevant.

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The study is grounded in the belief that employees perform at their best when the organization, particularly through its management, fosters an environment that enables individuals to express their full potential and feel a sense of ownership in their work (Lysoya et al., 2019). This is achieved by encouraging employees to engage with and internalize the organization's core values and goals. According to Jasmine and Tamunosiki (2018), such an approach enhances productivity and employee satisfaction by aligning personal growth with the organizational vision, creating a more cohesive and motivated workforce. Employees should be encouraged to take on a more active and independent role, exercising greater control over their tasks and confidently expressing their views. This empowerment is crucial not only for their personal and professional development but also for maximizing organizational productivity (Zeb et al., 2023). However, the extent to which employers can effectively connect with their employees is often hindered by communication barriers. These communication gaps can create distance between management and staff, negatively affecting engagement and performance. This study addresses these issues by focusing on how better communication strategies can be employed to foster stronger relationships within Nigeria's chemicals and pharmaceutical sectors. By improving communication and bridging these gaps, the research aims to promote higher levels of employee commitment, which in turn leads to enhanced organizational performance and success.

2. LITERATURE REVIEW

Organizational productivity hinges on the existence of a system that coordinates efforts and partly shapes individual behavior. However, no managerial structure can guarantee that all employees will consistently contribute to organizational goals without a well-established and effective communication network (Deetz, 2001; Can, 2021; Abdul, 2023). The availability of clear, well-communicated information, coupled with a shared understanding of that information, plays a crucial role in bridging gaps and strengthening the relationships between managers and subordinates. This approach deviates from traditional, rigid hierarchical models—such as the military structure—where actions are only taken upon direct orders from superiors. Instead, this model promotes the sharing of overarching objectives and values across all levels of the organization, ensuring that information flows freely and transparently. As a result, employees are empowered to quickly assess whether tasks are being accomplished and identify who is performing well or falling short. Deetz (2001) proposed two perspectives on organizational communication, with the most commonly accepted view treating communication as a phenomenon that occurs within organizations. In this perspective, the organization functions as a container in which communication processes take place, shaping interactions and outcomes across different levels.

The second approach to understanding organizational communication views it as a fundamental framework for describing and explaining how organizations function. In this perspective, communication is not merely a tool within the organization but the primary process through which employees exchange information, build relationships, generate shared meanings, and actively "construct" the organizational culture and its values. Communication, in this sense, forms the backbone of how organizations evolve and operate. As Shockley-Zalabak (1995) explains, this process involves the interaction of people, messages, meanings, practices, and shared purposes. It is through these elements that organizational culture is continuously shaped and reinforced. D'Ariz (1996) further emphasizes that this communication-driven approach is essential to the structure of modern organizations, serving as the bedrock for both operational efficiency and cultural cohesion.

Berger (2008) highlighted the significance of employee-organization communication, emphasizing its role in enhancing internal communication processes, networks, and channels within an organization. These improvements, in turn, foster stronger relationships between employees and employers. One of the most persistent weaknesses in management practices continues to be the human dimension—understanding and effectively managing interpersonal relationships. Whether in times of success or challenge, there often remains a limited grasp of the complex interactions between managers and employees, as well as relationships among employees themselves. When problems arise, communication is frequently identified as the root cause (Lukaszewski, 2006; Hasan & Sadat, 2023; Quader, 2024). Various studies have reviewed the intricate, research-based dynamics of employee-organization communication, recognizing it as a vital process for achieving organizational success, especially in an ever-changing global marketplace. Effective internal communication is crucial for establishing trust and closeness between employees and employers, leading to tangible benefits for the organization. As Berger (2008) suggests, when communication channels are optimized, the resulting sense of connection and alignment can significantly improve overall organizational performance.

Effective communication within an organization is a crucial indicator of a well-connected workplace, particularly in the context of shifting perceptions and practices regarding employer-employee interactions. Often termed internal communication, it refers to the exchange of information between employees and the organization, encompassing the broader scope of internal relations (Cutlip et al., 2006; ven Zanden, 2023) and internal public relations (Farhadi, 2021; Kennan & Hazleton, 2006; Kreps, 1989). The concept of organizational communication has evolved significantly over time, taking on various forms and applications as it adapts to new organizational needs. This type of communication underscores the importance of frequent, meaningful exchanges between employers and employees. By fostering open channels of dialogue, it helps to build strong organizational relationships and align employees' efforts with the company's objectives. Ultimately, organizational communication enhances both individual and collective engagement, making it a vital component of a successful organization.

The origins of the organizational communication field can be traced back to the development of business information and business communication, along with early mass communication studies from the 1930s to the 1950s. During this period, the discipline was primarily composed of a small group of professors within speech departments who focused on communication skills in business contexts. Over time, organizational communication has grown into a well-defined

academic field with its own unique theories and empirical research distinct from other disciplines. Several influential publications have played a critical role in expanding the field's scope, highlighting the essential role of communication in the organizing process and solidifying the use of the term "organizational communication. In 1947, Laureate and Simon discussed "organization communication systems," emphasizing that communication is "essential to organizations." W. Charles Redding significantly contributed to the establishment of organizational communication as a distinct academic discipline. During the 1950s, the focus of organizational communication was primarily on how communication could enhance organizational effectiveness and improve workplace outcomes. However, by the 1980s, the field began to shift away from its business-oriented roots, evolving to explore the deeper, constitutive role of communication in the process of organizing itself, recognizing communication as a fundamental element in shaping organizational structures and practices.

In the 1990s, the influence of critical theory became more prominent in organizational communication as scholars began examining the potential of communication to either oppress or empower organizational members. Social theorist James Coleman (1990) explored the rise of large organizations, asserting that they have significantly altered communication practices and personal relationships through two key interactions: large organizations communicating with other large organizations and with individuals. Apart from government and the military, large organizations were relatively new in the early 20th century. This prompted the development of theories aimed at explaining how organizations function and pursue their objectives. Five major theoretical approaches have emerged over the past century: the classical, human relations, human resources, systems, and cultural approaches. These approaches offer foundational insights into the communication methods adopted by organizations. The classical approach, sometimes referred to as the machine metaphor, viewed employees as interchangeable parts, a concept rooted in early 20th-century scientific management theories. Taylor (1911) was a key proponent of this approach, studying factory production lines and proposing that work processes could be optimized by applying scientific principles. His recommendations included designing tasks to enhance performance, selecting workers whose characteristics suited specific roles, providing training, and incentivizing productivity through rewards.

Fayol (1949) argued that organizational efficiency could be significantly enhanced through the implementation of sound managerial practices. He outlined five key functions of management: planning, organizing, commanding, coordinating, and controlling, which he believed were essential for effective leadership. In addition, Fayol introduced 14 principles of administration, which offered a framework for improving operational processes within organizations. Among his notable contributions was the concept of the "Scalar Chain," representing the formal hierarchy within an organization. According to Fayol, communication should typically follow this chain to prevent misunderstandings and ensure clear channels of authority. However, he acknowledged that during emergencies, employees might need to bypass the hierarchy and communicate directly with one another. This exception to the hierarchical communication model became known as "Fayol's bridge," marking one of the earliest recognitions of horizontal communication in organizations. The German sociologist Max Weber (1947) developed the theory of bureaucracy as a framework for formally establishing authority and structuring organizational operations and communications. This model emphasized several key components: a clear chain of command with centralized decision-making, well-defined tasks and responsibilities for employees, and an emphasis on documentation to prevent misunderstandings. Communication in this bureaucratic structure was designed primarily to prevent confusion that could negatively impact productivity or quality and to ensure that directives from top management were effectively conveyed. The formal nature of the structure encouraged top-down communication, primarily through written channels, with a strong focus on task-related or rule-oriented content. However, this approach largely neglected the social aspect of communication, leading employees to rely on informal networks, such as the grapevine, for social information.

The Human Relations approach emerged in the 1930s as attention shifted from solely focusing on work tasks to considering employees' needs. This shift was driven in part by the Hawthorne Studies, conducted at the Western Electric Company in Chicago. These studies highlighted the importance of social groups and human relationships in the workplace. Mayo (1933) and his Harvard colleagues found that employees who worked in friendly, supportive teams, under supervisors who fostered positive relationships, were more productive than those in less favorable conditions. This insight helped shape the Human Relations movement, which recognized that employee well-being and group dynamics were critical to improving organizational performance. Barnard (1938) also contributed to this perspective by emphasizing the role of organizational leaders in fostering communication. He argued that both formal and informal communication were essential for organizational success and that collaboration between employees and supervisors was key to enhancing productivity. Although Barnard wrote earlier, McGregor (1960) later expanded on these ideas with his "Theory X" and "Theory Y," which outlined contrasting assumptions that managers might hold about their employees.

According to Theory X, managers assume that employees are inherently unmotivated, resistant to change, and indifferent to organizational goals. As a result, these managers believe that strong, authoritative leadership is required to control and direct workers. On the other hand, Theory Y posits that employees are naturally motivated, creative, and driven to fulfill their need for achievement. In this view, managers should encourage participation in decision-making, promote management by objectives, and facilitate problem-solving within teams to unlock employees' potential. From a communication standpoint, the Human Relations approach introduced more face-to-face interactions and recognized the significance of internal communication. Although top-down communication still predominated, there was a greater effort to gather feedback to assess employee satisfaction. Social content was gradually incorporated into the task-oriented messages, and managerial communication became less formal, reflecting a deeper understanding of the social dynamics at play within organizations. The human resources approach, introduced by Miles (1965), gained widespread acceptance

among organizations during the 1960s. This approach emphasized a participative, team-based management style that acknowledged employees' ability to contribute both physical and intellectual labor to the organization. Blake and Mouton (1964) further contributed to this perspective with their development of the Managerial Grid, a tool designed to train managers in leadership styles that encourage employees' cognitive engagement, fulfill their needs, and ultimately drive organizational success. The favored leadership style, which prioritized both employee well-being and productivity, became the foundation for management development initiatives across various companies. Practices such as quality control circles, decentralized structures, total quality management, and employee participation groups are examples of this approach in action.

Focusing on organizational structure, Likert (1961, 1967) introduced the idea of four organizational systems, which he labeled System I through System IV. He argued that a System IV organization—characterized by multidirectional communication and a participatory management style—would lead to greater productivity, reduced absenteeism, and lower employee turnover. Other theorists, however, suggested that the optimal leadership style depends on situational factors. Fiedler (1967) proposed contingency theory, which suggests that leaders should first assess the specific circumstances of an event and then apply the most appropriate leadership behaviors to address them. Contingency theory acknowledges the dynamic nature of organizations and their environments, emphasizing the importance of monitoring external conditions and carefully analyzing information before making decisions. In terms of communication, the human resources approach introduced a multidirectional, relational communication model, where feedback became essential for problem-solving and idea generation. Innovation was incorporated into the content of both social and task-oriented communication. As trust and commitment among employees became increasingly important, organizations began to adopt more shared decision-making processes, involving employees in communication strategies and leadership discussions.

By the 1970s, many theorists adopted a systems perspective, viewing organizations as complex, interdependent entities striving to survive and grow in challenging environments. According to general systems theory, any organization is made up of interconnected parts that interact through processes to achieve common goals. Each subsystem within an organization relies on the others to function effectively, creating a web of interdependencies. Systems and subsystems operate within boundaries that may be open or closed to the environment, depending on the organization's need for information and other resources. Open systems thrive by allowing information to flow freely through an input-throughput-output cycle, while closed systems restrict the exchange of information. For an organization to survive and adapt, a certain degree of permeability is necessary (Stacks et al., 1991; Khalid & Ullah, 2022). Communication acts as the "system binder," linking the organization to its environment and facilitating interactions between subsystems. Individuals who exchange information with external groups—such as customers, government agencies, or suppliers—serve as boundary spanners, helping the organization remain connected to its environment.

Weick (1979) applied systems theory to explain organizational behavior and the process of sensemaking. He argued that communication lies at the heart of organizing, as it enables organizations to generate knowledge and reduce uncertainty about their complex environments. In this approach, communication is vital for exchanging information both within and among subsystems. Feedback mechanisms are crucial, as they allow systems to adjust, evolve, and maintain control. Decision-making processes become more collaborative, and communication responsibilities are shared among members of the organization. Cultural approaches to organizational communication gained prominence in the 1970s, as global competition—especially from Japan—posed significant challenges for American businesses. Culture, in this context, refers to an organization's unique identity, including the shared beliefs, values, behaviors, and artifacts that define how it operates and adapts to its environment (Schein, 1985). As the performance of U.S. corporations began to decline, scholars turned to cultural explanations to better understand the underlying behaviors and practices of struggling companies. The cultural approach appealed to researchers due to its dynamic nature and the depth of insights it offered (Schein, 1996). Miller (1995) distinguished between two primary ways of examining organizational cultures: the prescriptive and descriptive approaches. The prescriptive approach views culture as "something an organization has" and advocates for specific interventions to create or manage a "winning" or strong culture. On the other hand, the descriptive approach considers culture as "something an organization is," rejecting the idea of a one-size-fits-all cultural formula for success. Instead, it focuses on how communication and interactions shape shared meaning within an organization. Descriptive approaches also highlight other critical aspects of organizational culture, such as power dynamics, gender roles, and diversity. This approach emphasizes that communication is a culturally-based process through which information is shared, relationships are built, and the organization is shaped. Several modern perspectives offer new ways to describe organizations and their communication practices. Some theorists use metaphors to illustrate organizations (Morgan, 1986) and internal communication processes (Putnam and Boys, 2006). Others examine power, gender, and hegemony issues in contemporary organizations (Mumby, 1993, 2001). A further line of thought conceptualizes organizations as "learning organizations," suggesting that the primary source of competitive advantage lies in an organization's ability to learn, acquire knowledge, and adapt faster than its competitors (Senge, 1990; Senge et al., 1994). As the role of communication professionals has evolved from mere information conveyors to strategic business partners, they are increasingly being tasked with connecting employees to organizational goals, equipping leaders with effective communication tools, cutting through communication clutter, and demonstrating measurable results—all of which present significant challenges (Gay et al., 2005). The field of organizational communication has shifted from mechanistic models, where communication was viewed simply as information moving from sender to receiver, to a more complex study of how communication is used to accomplish organizational tasks (such as public speaking) and how organizational structures impact employees. This evolution has given rise to various approaches to communication within organizations, including postmodern, critical, participatory, feminist, power/political, and organic perspectives. These approaches have influenced a wide array of

disciplines, ranging from sociology, philosophy, and psychology to business administration, health communication, semiotics, international relations, and even music (Gay et al., 2005). Each of these approaches operates based on certain assumptions about the role of communication within organizations, highlighting the stages and varied uses of communication as a tool for both organizational success and employee engagement.

Another critical aspect of organizational communication is the process of face-to-face, or interpersonal, communication between individuals. This type of communication can take several forms. According to Dobson (2003), interpersonal communication has a high potential for bridging the gap between managers and their subordinates, fostering a closer and more effective working relationship. Messages in this context can be verbal, involving the use of words, or nonverbal, communicated through gestures, facial expressions, body language, and even silence. Nonverbal cues can often convey as much—if not more—information than spoken words. Managers, in particular, benefit from asking the right questions rather than just seeking answers. With the advent of electronic communication tools, answers can be sourced globally, at any time, and from any place. This shift emphasizes the importance of managers focusing on what the organization needs to learn, and determining the "who, what, where, when, and how" of acquiring that knowledge. Asking the right questions is critical for problem-solving, seizing opportunities, and achieving objectives, as it is managers who oversee the enterprise's overall functioning. The motivation to communicate can stem from personal thoughts or feelings, or be triggered by external factors. The nature of communication can also be influenced by the relationship between the sender and the receiver, whether it's a status difference, a supervisor-employee dynamic, or a learner-teacher interaction.

In recent studies, nonverbal communication has gained the highest rating in terms of its impact on the overall message (Drafke and Kossen, 1998). This highlights that the words themselves are often less significant than the tone and nonverbal signals accompanying them. Focusing solely on the verbal component increases the likelihood of miscommunication. Moreover, communication as an organizational function is fundamentally interactive, particularly when it comes to managing people and relationships, especially between employers and employees (Hunsaker and Alessandra, 2003). Internal communication within organizations occurs on multiple levels. One of the most basic forms is interpersonal or face-to-face (F-T-F) communication, which remains a primary method for exchanging information. For many years, organizations have invested in developing the speaking, writing, and presentation skills of their leaders, managers, and supervisors to enhance this form of communication. Communication also occurs at the group level, within teams, departments, or employee resource groups (ERGs). This type of communication typically focuses on sharing information, discussing issues, coordinating tasks, solving problems, and building consensus. At the organizational level, communication often centers on broader topics such as vision and mission, policies, new initiatives, and performance metrics. These formal communications typically follow a hierarchical cascade, where leaders communicate with their teams. However, the rise of social media is beginning to transform communication at this level, making it more dynamic and accessible.

Drafke and Kossen (2003) support hierarchical communication structures, noting that communication in organizations generally falls into two categories: informal and formal communication. Informal communication, which is commonly associated with interpersonal and horizontal exchanges, was traditionally viewed as a potential obstacle to effective organizational performance. However, over time, its importance in fostering collaboration and a sense of community within organizations has become increasingly recognized. Employees and organizational members use both formal and informal communication networks to interpret and understand their organizations (Burton, 2008). Drafke and Kossen (2003) emphasize that the choice of communication channels depends on the nature of the message being conveyed. The message channel serves as the conduit that carries information from the sender to the receiver. For sensitive information, face-to-face (F-T-F) communication is recommended, while urgent messages are often best conveyed by phone. If the message is brief, written communication may be the most efficient option. F-T-F channels include speeches, team meetings, focus groups, informal gatherings like brown bag lunches, social events, and casual interactions such as management by wandering around. Harris and Nelson (2008) note that listening is the most frequently used communication channel, consuming about half of our communication time. Effective listening is essential for learning, understanding, resolving conflicts, and fostering productive teamwork. By honing their listening skills, leaders at all levels can improve employee morale, boost retention, and identify and address underlying issues. However, ineffective communication approaches, such as poor questioning techniques or inattentive listening, can exacerbate employee frustration, leading to increased mistrust and resentment. Drafke and Kossen (2003) highlight several key communication skills that leaders must master, including the art of questioning, the power of listening, projecting the right image, communicating through voice tone, using body language effectively, considering spatial arrangements, and ensuring understanding through feedback. An organization's productivity is also influenced by how it manages time, space, and interpersonal dynamics, which communicate implicit messages to employees. For example, if employees are kept waiting or feel that their employer does not have enough time for them, negative perceptions can develop. Similarly, when a manager intrudes on an employee's personal space, it can create discomfort and tension, obstructing trust-building and open communication without the manager realizing the impact. The influence of group dynamics in communication has also been studied, particularly in how seating arrangements can affect the communication process. Hunsaker and Alessandra (2005) identified different seating configurations and their associated meanings: corner-to-corner for casual discussions, side-to-side for cooperative task interactions, competitive seating for adversarial situations, co-action for independent working environments, and special seating arrangements for highlighting the dominance of a leader.

Feedback is essential for ensuring that employers understand what is being communicated by others. More subtly, it also helps employers recognize and respond to the nonverbal cues that employees are conveying. Hunsaker and Alessandra (2005) identified several types of feedback, including verbal feedback, nonverbal feedback, fact-based feedback, and

feeling-based feedback. Each type plays a unique role in the communication process. For instance, verbal feedback can be used to ask for clarification of an employee's message, provide either positive or negative reinforcement, or help structure future presentations. This illustrates the importance of verbal feedback in facilitating effective communication between employers and employees. Buchanan (1974) argued that commitment is most often defined as a bond between an individual (the employee) and the organization (the employer). Meyer and Allen (1991), along with Dunham et al. (1994), categorized commitment into three types: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment, identification with, and involvement in their organization and its goals (Mowday et al., 1997; Meyer & Allen, 1993). Porter et al. (1974) further characterize affective commitment through three factors: belief in and acceptance of the organization's goals and values, willingness to exert effort to help the organization achieve these goals, and a desire to remain a part of the organization. Mowday et al. (1979) emphasize that affective commitment occurs when employees identify with the organization and its objectives, which drives their desire to maintain membership. Meyer and Allen (1997) add that this type of commitment reflects an employee's voluntary choice to remain part of the organization due to their emotional connection.

Continuance commitment describes an employee's desire to stay with an organization due to the investments they have made that are difficult or impossible to transfer elsewhere. These "non-transferable" investments include things like retirement plans, long-term relationships with coworkers, or other aspects unique to the organization (Reichers, 1985). Additionally, continuance commitment can arise from factors such as the length of employment or specific benefits tied to the organization (Reichers, 1985). Meyer and Allen (1997) explain that employees with strong continuance commitment feel it would be challenging to leave their organization because of these factors, making it a practical rather than emotional choice. Normative commitment refers to an employee's sense of obligation to remain with their organization (Bolon, 1993). Weiner (1982) describes normative commitment as a "generalized value of loyalty and duty," suggesting that individuals feel morally compelled to stay with their employer. Meyer and Allen (1991) had earlier supported this idea, defining normative commitment as a feeling of obligation to the organization. This sense of duty can be influenced by societal expectations, such as those tied to marriage, family, or religion, which extend to an individual's professional life (Weiner, 1982). Employees with strong normative commitment believe that staying with their organization is the right thing to do, driven by a sense of moral responsibility.

Meyer et al. (1993) argue that these three types of commitment reflect a psychological state that defines an employee's relationship with their organization and influences whether they remain. Employees with strong affective commitment stay because they want to, those with continuance commitment remain because they have to, and those with normative commitment stay because they feel obligated to do so. A committed employee, according to Meyer et al. (1993), is one who consistently remains with the organization, attends work regularly, goes beyond the minimum requirements, protects company assets, and aligns with organizational goals. Such employees contribute positively to the organization because of their strong sense of commitment, making them valuable assets to their employers. Communication is one of the most crucial and pervasive activities within organizations (Harris and Nelson, 2008). It enables individuals and teams to coordinate their efforts toward achieving organizational goals. Furthermore, communication plays a critical role in processes such as socialization, decision-making, problem-solving, and change management. It also provides employees with essential information regarding their roles, the organization itself, their work environment, and their colleagues (Jones et al., 2004). Beyond its functional purpose, communication can also motivate employees, foster trust, cultivate a shared identity, and encourage engagement. It serves as a platform for individuals to express their emotions, share aspirations, and celebrate achievements. Communication, in this sense, allows both individuals and groups to make sense of the organization—what it stands for and what it means. The effectiveness of communication within an organization is often tied to a focus on employees, and its complexity can significantly influence the relationship between employers and employees (Hunsaker and Alessandra, 2003). Employee satisfaction with organizational communication is strongly linked to key outcomes such as commitment, productivity, job performance, and overall job satisfaction (Gray and Laidlaw, 2004). Organizations that foster employee engagement and commitment tend to be more productive compared to those where employees are less engaged. Moreover, retention rates are notably higher in organizations with engaged and committed staff. A positive communication climate, along with effective employee communication, strengthens employees' identification with the organization, contributing to financial performance and long-term success (Smidts et al., 2001). When organizations create a compelling and supportive work environment, it leads to significant improvements in employee attitudes, customer satisfaction, and overall revenue growth. Effective communication is key to building trust and fostering engagement, both of which are essential for creating strong and sustainable organizations (Grates, 2008). Engaged employees not only improve business performance but also positively influence customer behavior, which directly impacts revenue growth and profitability (Towers Perrin, 2003). This, in turn, attracts the expected level of employee commitment, further driving organizational success.

3. METHODOLOGY

For this study, a cross-sectional survey design and a descriptive approach were employed to examine the relationship between workplace relationship climate and organizational commitment. The study focused on all chemical and pharmaceutical firms operating in the United States. There are currently three such firms that are fully functional in the state. As mentioned earlier, the level of analysis is micro, meaning the population of the study consists of all employees within these organizations. The total population for this study is 500 permanent staff members employed by these firms. From this population, a sample size of 225 employees was determined for the study, representing a subset of the chemicals and pharmaceuticals sector. Data for this research was gathered from both primary and secondary sources. Primary data

was collected through a structured, self-administered questionnaire, which was designed to capture demographic details, dimensional data, and measurable variables. Secondary data was sourced from journals, reports, and documents from the firms. The questionnaire was based on a five-point Likert-type scale, where respondents indicated their level of agreement or disagreement with various statements. The scale was structured as follows: SDA = strongly disagree, D = disagree, U = undecided, A = agree, and SA = strongly agree. The variable of organizational communication was measured using an adapted version of the SCRIBD 2003 instrument, consisting of 17 items. This instrument was designed to assess the forms of organizational commitment, including normative, continuance, and affective commitment.

Once the primary data was collected, it was compiled, edited, and coded into a coding sheet for further analysis using SPSS software. Descriptive statistics, including tables, percentages, graphs, and charts, were used to summarize the demographic data. Inferential statistics were employed to analyze the relationships between workplace climate, organizational communication, and the various forms of commitment (normative, continuance, and affective). Specifically, the Spearman Rank Order Correlation coefficient and regression analysis were used to investigate these relationships, providing insights into how work nature and organizational communication impact employee commitment.

4. ESTIMATED OUTCOMES

Table 1 outlines the descriptive statistics for six items (NOC1 to NOC6) designed to measure normative commitment within a survey. Normative commitment generally reflects an individual’s internalized sense of duty or obligation to remain with their organization, capturing the emotional and ethical sense of “should” rather than “want” to stay. Each item (NOC1-NOC6) has been assessed across 225 participants, with no missing data points, ensuring a full dataset for reliable statistical interpretation. The mean values provide insight into the average response for each item. NOC1 has the lowest mean score at 2.16, which could suggest that participants felt a weaker sense of commitment or obligation on this specific item, or that it tapped into an aspect of normative commitment that is less strongly perceived by the participants. Conversely, NOC4 has the highest mean at 3.94, indicating that this item may resonate more with respondents, reflecting a stronger normative commitment on this dimension. The means for the other items (NOC2, NOC3, NOC5, NOC6) fall between these extremes, pointing to moderate levels of agreement or perceived commitment across different facets of normative commitment.

The standard deviation values indicate the spread or variability in responses for each item. NOC2, with a standard deviation of 1.257, shows the widest range of responses, implying that participants had more diverse opinions or levels of commitment on this specific item, suggesting variability in how individuals perceive or relate to this statement. In contrast, NOC4’s lower standard deviation of 0.548 indicates that responses to this item were more concentrated around the mean, signifying a more consistent level of agreement or commitment. Items NOC3, NOC5, and NOC6, with standard deviations around 0.6-1.0, display moderate variability, suggesting a relatively stable perception of normative commitment on these aspects, with some minor variations. Together, these statistics help highlight which areas of normative commitment might be more universally felt among participants and which areas are more subject to individual differences in perception. The lower standard deviation values on items like NOC4 may indicate a shared sense of duty or obligation in that specific area, while higher variability in items like NOC2 could point to individual or contextual factors influencing participants' responses. This breakdown provides a foundation for further analysis of normative commitment, offering insights into how consistent these feelings of obligation are across different dimensions within the organization.

Table 1: Statistics Survey Instrument on Normative Commitment

		NOC1	NOC2	NOC3	NOC4	NOC5	NOC6
N	Valid	225	225	225	225	225	225
	Missing	0	0	0	0	0	0
Mean		2.16	3.25	3.05	3.94	3.83	3.73
Std Dev		.599	1.257	1.005	.548	.621	.662

Table 2 presents descriptive statistics for six items (COC1 to COC6) designed to measure continuance commitment, which is generally associated with an individual's perceived cost or necessity of staying with their organization, often due to a lack of alternatives or the financial and emotional costs of leaving. For each item, data was collected from 225 participants, with no missing values, providing a full dataset for analysis. The mean scores across these items range from 2.60 (for COC4) to 3.66 (for COC1). The higher mean of 3.66 for COC1 suggests that this item reflects a relatively stronger sense of continuance commitment among participants, possibly indicating that the need to stay in the organization is felt more significantly in this specific area. Items COC2 and COC3 have mean values of 3.24 and 3.21, respectively, indicating moderate levels of continuance commitment, while the lower means of 2.60, 2.76, and 2.69 for COC4, COC5, and COC6 suggest weaker perceived necessity in these areas. The standard deviation values reflect the spread or variability in responses, with COC1 showing a standard deviation of 0.948, meaning there is a moderate level of variation around the mean for this item. Other items, such as COC2 (0.942) and COC6 (0.934), also show similar variability, suggesting a fair amount of diversity in responses for these aspects of continuance commitment. Items like COC4, with a lower standard deviation of 0.812, indicate more consistent responses around the mean, pointing to a shared perception of this specific aspect of continuance commitment among participants.

Overall, the statistics reveal that participants tend to have a somewhat consistent view of continuance commitment, especially in areas represented by items with lower standard deviations, like COC4. However, the relatively higher

variability in items such as COC1 and COC6 indicates that individual perceptions or circumstances may influence continuance commitment differently for these dimensions. These findings offer a deeper understanding of which aspects of continuance commitment are universally recognized as critical among respondents and which are more influenced by personal or situational factors.

Table 2: Statistics Instrument on Continuance Commitment

		COC1	COC2	COC3	COC4	COC5	COC6
N	Valid	225	225	225	225	225	225
	Missing	0	0	0	0	0	0
Mean		3.66	3.24	3.21	2.60	2.76	2.69
Std Dev		.948	.942	.891	.812	.907	.934

Table 3 presents descriptive statistics for six items (AFC1 to AFC6) designed to measure affective commitment, which typically reflects an individual’s emotional attachment to, identification with, and involvement in their organization. This type of commitment is generally characterized by a sense of belonging or loyalty due to positive feelings toward the organization. All items have valid data from 225 participants, with no missing responses, ensuring complete dataset reliability. The mean scores range from 2.35 (for AFC3) to 3.66 (for AFC1). The higher means for items such as AFC1 (3.66) and AFC5 (3.50) suggest that participants generally feel a stronger emotional connection or identification with the organization in these areas. In contrast, lower mean scores for AFC3 (2.35) and AFC4 (2.40) indicate relatively weaker affective commitment responses, suggesting that these specific items may not resonate as strongly with the participants' sense of attachment to the organization. The standard deviation values indicate the degree of variability in responses across each item. AFC1, with a standard deviation of 1.11, has the most variability, suggesting that participants' emotional attachment in this area is diverse, possibly reflecting differing levels of positive feelings toward the organization. Items such as AFC3 (0.762) and AFC4 (0.811) show lower standard deviations, indicating more consistent responses and suggesting a more uniform perception of these aspects of affective commitment among participants. Meanwhile, AFC6 has a relatively higher standard deviation of 0.997, implying some variability in how participants relate emotionally to the organization in this dimension. These findings suggest that items with higher means and lower standard deviations, such as AFC5, are consistently perceived as areas where participants feel a strong affective bond with the organization. In contrast, items with lower means and higher standard deviations, like AFC1 and AFC6, reveal more variation in affective commitment, suggesting that personal or situational factors may influence emotional attachment in these areas. Overall, the statistics highlight which dimensions of affective commitment are broadly shared among participants and which may vary based on individual perspectives or experiences.

Table 3: Statistics Instrument for Affective Commitment

		AFC1	AFC2	AFC3	AFC4	AFC5	AFC6
N	Valid	225	225	225	225	225	225
	Missing	0	0	0	0	0	0
Mean		3.66	3.48	2.35	2.40	3.50	2.60
Std Dev		1.11	.837	.762	.811	.953	.997

The table presents correlation outcomes between organizational commitment and three specific types of commitment: normative commitment, continuance commitment, and affective commitment. Each correlation reflects the strength of the relationship between organizational commitment and these particular commitment dimensions. For each of these relationships, data from 225 participants was analyzed, with all correlations showing statistical significance, as indicated by a p-value of .000. This significance level suggests a high degree of confidence in these findings, meaning the relationships are unlikely to be due to chance. The correlation between organizational commitment and normative commitment is .628, suggesting a strong positive association. This indicates that as normative commitment, or the sense of obligation to remain with the organization, increases, so does overall organizational commitment. A slightly stronger correlation is observed between organizational commitment and continuance commitment, with a coefficient of .677. This outcome implies that individuals who perceive staying as necessary due to costs or lack of alternative opportunities tend to report higher overall organizational commitment. Meanwhile, the correlation between organizational commitment and affective commitment is .633, also indicating a strong positive relationship. This suggests that as participants feel a stronger emotional attachment and identification with the organization, their overall organizational commitment tends to increase.

Table 4: Correlation Outcomes

	OC (NOC)	OC (COC)	OC (AFC)
N	225(.000)	225(.000)	225(.000)
Sig (2-tailed) Rho	.628**	.677**	.633**

Together, these results indicate that all three types of commitment—normative, continuance, and affective—are positively related to overall organizational commitment. Continuance commitment shows the strongest correlation, which might imply that the perceived need to stay with the organization, due to factors like costs or alternative options, has a slightly

more pronounced influence on overall commitment in this sample compared to feelings of duty or emotional attachment.

5. DISCUSSION

In today's organizations, communication has not only become more complex and diverse but has also emerged as a critical factor for organizational functionality and success. It extends beyond the traditional understanding of sending and receiving messages between organizational members and serves as the foundation for numerous behavioral outcomes and performance-related results. The importance and influence of communication in organizational activities are highlighted in the work of Harris and Nelson (2008). The findings of this study reinforce the notion that organizational communication plays a vital role in shaping employees' cognition and attitudes, influencing their commitment to organizational tasks and goals. These results align with Jones' (2006) argument that effective communication is key to motivating employees. Jones contends that managers can inspire, encourage, and drive employees to fulfill their responsibilities through clear and meaningful communication. To take action, employees must fully understand what is expected of them and how to accomplish their tasks. Similarly, Allen (2004) observed that poor communication practices among team members can lead to cognitive stress and frustration, reducing employees' commitment to the organization. The statistical outcomes of our study highlight the significant relationship between organizational communication and the different forms of employee commitment. Previous research by Hartington (2006), Jones (2006), and Jones and George (2008) has also noted that employee commitment to organizational goals is a critical factor for organizational efficiency and the achievement of long-term objectives.

Our findings indicate that the Nigerian manufacturing sector embraces a communication culture that clearly defines organizational goals and creates a well-structured path to achieving them. Strategic actions and operational goals are effectively communicated to employees, ensuring alignment with the organization's overall vision. To enhance understanding and maintain consistency with the organization's objectives, action-oriented maps, printed manuals, and notices outlining employee responsibilities are made available. This strong communication culture within the manufacturing sector fosters a sense of obligation and emotional attachment among employees toward their work goals. Moreover, the study reveals that employees view leaving their current organizations as a significant decision, primarily due to the perceived high cost of finding comparable opportunities elsewhere. This underscores the impact of effective communication in strengthening employees' commitment to their organizations and reducing turnover.

Vladmir (2005) emphasized that communication skills are a strategic resource for competitiveness, stating that effective communication is crucial for engaging employees in decision-making processes within an organization. When employees are actively involved, they are more willing to offer creative ideas that can help the organization adapt to its environment. This leads to a committed workforce, where employees feel a sense of obligation to contribute optimally to the organization's success. In this study, we found that chemical and pharmaceutical firms encourage open discussion and engagement among team members, which likely reinforces the practice of involving them in decision-making. This participatory approach helps foster a cohesive workforce with democratic ideals, driven by a communication culture that motivates employees to work together toward organizational goals. The study also highlights that one of the primary concerns for managers in promoting effective communication practices is ensuring that the organization's vision is communicated to all employees. Managers rely on communication not only for transmitting goals but also for managing cross-functional teams, which helps prevent sub-optimization across departments. Our findings indicate that communication serves as the foundation for coherence at both cross-functional and hierarchical levels within the industry. Effective communication helps employees understand the organization's direction and fosters emotional attachment, leading to a sense of belonging. This sense of belonging encourages employees to work harder and align their individual goals with the organization's objectives, which are communicated from the outset, either individually or as part of a team. Eisenberger (2000) approached commitment from a social exchange perspective, noting that communication is offered in exchange for commitment by organizational managers. Our study reinforces this perspective through the statistically significant relationships observed, demonstrating that communication is a key factor in cultivating employee commitment.

6. CONCLUSIONS

This study has undoubtedly introduced fresh perspectives into the theoretical discourse on organizational communication and commitment, particularly in the context of the manager-subordinate relationship. It has expanded the understanding of the complex theories surrounding employee commitment and reinforced the process of theory-building related to the behavioral dynamics that contribute to a workplace relationship climate conducive to fostering commitment. While many existing studies on communication have focused on it at the macro level, this study positions communication as a micro-level activity, especially in terms of the interpersonal relationships between managers and subordinates, highlighting the behavioral expectations they have of one another in the workplace. The study supports previous research findings that organizational communication can significantly influence employee behavior, leading to higher levels of affective and normative commitment, while potentially reducing continuance commitment. One of the key theoretical and practical implications of our study stems from the questions raised during the research. These questions, derived from the study's objectives, served as the foundation for the data collection instruments used. Based on the analyzed data, several conclusions can be drawn. First, as organizations seek to enhance employees' affective and normative commitment, they should prioritize fostering an effective communication culture that promotes positive relationships across different functions and levels through an organic work environment. In this scenario, the perceived benefits of staying with the organization outweigh the costs of leaving, and the manager-subordinate relationship plays a crucial role in creating a

climate that nurtures and sustains employee commitment.

The findings underscore the importance of managers ensuring efficient and effective organizational communication, which contributes to a friendly and organic work environment. Such a climate allows employees to freely share ideas with their supervisors and engage in cross-functional interactions that encourage creativity and innovation. Ultimately, this leads to a stronger commitment to fulfilling work responsibilities. Given the strategic importance of communication skills among employees, organizations should foster a communication culture at all levels. A strategic approach to achieving this includes offering specialized training programs that help employees appreciate and apply the key elements of effective communication practices.

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