

# Role of Effective Communication in the Organizational Commitment and Employee Behavior as Input to Human Resource Management

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## Abstract

This article explores on the significance of effective communication in the organizational commitment and employee behavior. It gives importance in the way organization communicates any kind of information to the employees with direct implication to employee behavior. Leadership skill of the administrators in strengthening their people through making a well-formed community is an aspect of a good organization. Strong organization commitment brings high job performance and satisfaction, active involvement and motivation to work with the people and the company. Loyalty and trust of the members to the organization are also manifested from committed employees. Likewise, respect and equality among employees should be considered a valuable way of giving importance to the workforce. Therefore, the role of human resource management to communicate among employees and mediate to address issues to the employer is very vital to maintain good people in the company. It is always a wake-up call for the human resource managers if employees have misunderstanding which manifested from their behavior that affects directly the operations and the achievement of its vision. Grievance committee should act accordingly.

**Keywords:** communication, organizational commitment, behavior, human resource management

## 1. Introduction

The effectiveness and efficiency of communication channels and services rendered by any organizational can be associated to the commitment and dedication of the employees to provide time and effort in increasing the performance, productivity and profitability of the company to attain specific targets through its vision and mission. Commitment is expressed in affective domain with traces of humanitarian values such as fairness, courtesy, forgiveness, and moral integrity (Mcshane & Glinow, 2009). If a company treats employee well, employees will give back as much or more in mental and physical effort (Algane, 2009). Measuring employee commitment is considered a factor in retaining personnel with high job satisfaction and will ultimately reduce employee turnover. Commitment is usually stronger among longer-term employees, those who have lower turnover rates (Newstom, 2009). Effective communication has something to do with the employees' commitment as they were well-informed of the policies, rules and regulations of the organization and they make necessary personal adjustments in attitude and behavior on how to follow these processes.

Organizational commitment brings meaning and significance for the employees to pursue their career in a certain work environment where they find satisfaction to participate in various programs of the institution. Buchanan and Huczynski (2009) noted that organizational commitment concentrates on total interest of the employee towards the organization rather than work. Tan and Torrington (2010) referred organizational

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commitment as an individual's identification and involvement in the specific company which can be characterized by three indicators such as acceptance of the company goals and values; ability and willingness to contribute considerable effort to attain that goals and values and willingness to remain with a firm in the future. Griffin and Moorhead (2012) pointed out that organizational commitment is the degree which an employee identifies with the organization and is willing to put forth effort on its behalf while affective commitment is the employee's emotional attachment to, identification with, and involvement in a particular organization" Mcshane and Glinow(2009). Knowing how people can contribute to the achievement of the vision and mission of the institution through proper way of communicating the institutional goals would serve as an eye opener for them to understand their duties and responsibilities and be accountable in all their functions.

Realizing the extent of organizational commitment leads to better understanding between employer and employee relationships. It clears the issue of negative behavior towards the company and let everyone extensively participate in all quality measures. Jaros (2010) argues that "highly committed employees are more likely to engage in citizenship activities and high job performance that are considered beneficial for the organization".

The education sector especially the academic institution needs a workforce capable of serving the students and other stakeholders in developing a responsible community. The philosophies of Higher Education Institutions could be realized through retaining qualified and devoted employees who will support all academic endeavors of the organization especially in maintaining Quality Assurance mechanisms which require active involvement of all employees.

Participation of the employees in decision making strengthens the employees' psychological ownership and social identity that make valuable contribution in the planning process. The communication procedure of involving employees in decision making is a good illustration of a democratic organization where everyone's view is being heard and considered. On this way, employees understand and appreciate the goals and objectives of the institution towards the benefits of all the accreditation and certification from regulatory bodies for them to increase their level of awareness and motivation to work. Rollinson (2012) emphasized that "managers and consultants across the globe believe that a company cannot achieve its aims and objectives without enduring commitment from all staff of the organization". Giving them enough and substantial information and knowing how they can be of help to the organization are something that the human resource managers and the administrators should work on leading to a well-informed community.

## **2. Role of Effective Communication**

Having an effective communication is something that the company should value and give support in disseminating information to the entire community to understand the issues and challenges that need address by every member of the organization. Effective communication is vital to any company's success. It keeps everyone aware of their duties and responsibilities on how they can play a part in making their customers and stakeholders more delighted and satisfied. It influences employee's perceptions of the company, and helps the company to make decisions that the greatest number of employees will deem favorable.

Making the employee understand the strategic directions of the university through proper channels of communication process (Javier & Buenviaje, 2015; Endaya & Buenviaje, 2016) would provide awareness on the specific approach in reaching specific targets so that they would know how to contribute in the students' achievement.

Borkowski (2011) stated that "communication is the key in helping employees understand the organizations standard of ethics, as well as helping the company understands the employee's beliefs and how they affect the employees' ethical responsibility". Efficient communication involves communicating effectively in the most direct way possible. Each of these elements determine individual behavior in the workplace, and it is the responsibility of the organizational leaders to clearly and persuasively communicate

company the company's goals and vision to each team member so that the corporation is operating at its maximum potential (Robbins & Judge 2009).

Everyone should be responsible in all the information to be disseminated especially if this is confidential which might cause damage to the reputation of the institution or individual employee. Organizational commitment also matters to keep the trade secrets of the organization which is important part of faithfulness in the service. Administrators as leaders in the academic community should know how to value its people. It is a failure of their duty if two employees in the organization loosen trust from each other due to their negligence of conveying messages in appropriate manner. Lack of appropriate technique in telling something unpleasant to someone about his or her low performance in the organization would cause chaos. Moran et al. (2009) noted that "the quality of organisational leadership has also great impact on employee behaviour in a way that effective organisational leaders can inspire and motivate employees for greater performance, at the same time when ineffective leaders can cause employee knowledge, skills and competencies not being fully utilized".

Building people's confidence, character and values is everyone's responsibility in the organization not only by the managers, administrators and human resource managers. People in the top management also need character building when they seem become irrational where sometimes they are already losing their loyalty. Mcshane and Glinow (2009) pointed out that there are ways to build organizational loyalty, first is through justice and support; second is shared values; third is trust, fourth is organizational comprehension; and fifth, employee involvement.

Employee loyalty is the attitude which identifies the intention of an individual to continue participating in the effort of the organization to achieve certain goals. It is one of the determinants of organizational commitment that demonstrates the trust of the employees in the credibility and sincerity of the management to provide better opportunities for them to acquire certain level of satisfaction from salaries, benefits and professional growth.

Well communicated result of job satisfaction survey of the community would lead to the formulation of action plan to address the challenges and issues within the organization. "There is a relationship between organizational commitment and job satisfaction (Javier & Deligero, 2014; Bay et al., 2014; Manongsong, 2015), commitment leads to job satisfaction however most studies treat commitment and satisfaction differently" according to Buchanan and Huczynski (2009). "Individuals who are not satisfied with their jobs or who are not as committed to the organization are more likely to withdraw from the organization, either occasionally through absenteeism or permanently through turnover" (Mathis & Jackson, 2009). Likewise, satisfaction is also connected on how people are treated objectively.

Treating employees fairly bounded by philosophies, policies, rules and regulations of the organization would bring a community of loyalist and committed work force. People will also respond to the needs of the institution voluntarily to offer their extra effort to provide the outcomes required. Employees with high organizational commitment will stretch themselves to help the organization through difficult times (Griffin & Moorhead, 2012). Equality is also respecting people regardless of their natural and physical characteristics, job positions and status in life. Likewise, corporate respect toward employees is realized through growth opportunities, ability for self-expression, and a clean and safe environment, evidence of compassion (Algane, 2009). Kinichi and Kreitner (2009) emphasized that equality enables the organization to benefit from everyone's strengths, and encourages people to support each other's weaknesses. A truly caring organization would know how its people react on the implementation of its operations that somehow cause arguments on how they were treated as employees.

Knowing employees' grievances and the administration did not do anything to address the issue is a loss of power and strength for the management. The human resource management office should have to mediate and get the point of views of the employees and the employer. Until the people were not satisfied and they believe they were not treated fairly by the organization, their commitment to stay would be at stake and keeping good people will have no control in the long run. Milkovich et al. (2011) noted that employee's benefits are widely claimed to help in the retention of workers. Benefits schedule are specifically designed to

favor longer term employees. Just as organizations compete to sell their products and services, they also compete with one another for talented employees. Toward that end, a competitive pay policy is the cornerstone of an organization's human capital investment strategy (Hollenback & Wright, 2009).

### **3. Employee Behavior and Motivation**

Employee behavior is defined as an employee's reaction to a particular situation at workplace. Employees need to behave sensibly at workplace not only to gain appreciation and respect from others but also to maintain healthy work culture. Meanwhile, employee motivation is a key element that determines the degree of commitment towards work. This includes all the elements that create sustain and channelize human behavior to a particular direction called work. Motivation is assumed as a good thing one cannot feel to be a good situation if one is not motivated enough (Rollinson, 2012). There should also have fair performance appraisal which reinforced employees' motivation (Tan & Nasurdin, 2011).

Work culture is considered as an important aspect of employee behavior that can be defined as "applying the general characteristics of culture to the specifics of how people work at a point of time and place" (Moran et al., 2009). "Behavior represents the things employees do—their physical activities. It might relate to always smiling when helping clients or using empathy to connect more effectively with a client," explains Hershberger (2012).

Scholl (2013) argued that organizational commitment made individual keep stable behavior even under conditions with unmet expectation and no organizational rewards. Employees would lessen their interest and motivation to pursue greater outputs if they were not being recognized nor rewarded. Extrinsic motivation is still necessary as part of the human resource management function to provide appropriate venue for giving them credit in any means like cash incentive rewards, promotion taken from employee classification criteria and awards convocation. Simple token of appreciation from the management would mean a lot from the employees especially if they are really engaged in their work. Do not wait for the employees to lose their eagerness to serve the organization, because no matter how dedicated they are in their respective assignments, time will come that they will surrender their posts and look for another company that will value to their hard work.

Likewise, Mcshane and Glinow (2009) noted that "organizational commitment represents the other half of what some experts call 'overall job attitude'. The attitude defines the characteristics and preferences of the employees that drive their inspiration and enthusiasm to work with certain extent of motivation. It is the behaviour that demonstrates their assertiveness to perform their functions firmly and passionately without any restrictions or reservations. Having the right motivation is one of the keys that organization should develop its people to create a well-rounded work force. The feeling of comfort or well-being and security increases motivation to stay with the organization (Mcshane & Glinow, 2009).

Poor manners and work performance are manifestations of undesirable activities and untoward behavior. Each employee is unique to the organization and that's the great thing about employees, the service they provide, and the relationships they build. "Services and delivery systems can be duplicated, people cannot. This provides a distinct edge to organizations that coach and mentor employees to adopt the behaviors that solidify lasting relationships," Hershberger continues.

Behavior is undoubtedly important in the organization. Blau and Boal (2012) noted that employees' organizational commitment is positively related to their behavior. Results of previous researches show that commitment is the predictive of behavior. Employee with negative behavior is considered an individual problem which might cause difficulties to produce results needed by other departments. McQuerrey (2009) noted that negative behavior of a single employee can spoil the entire work culture. Operations of every work unit in academic institution are interconnected and require support of each unit to build a smooth flow of managing the development of results. It may affect the quality of operations and the processes might suffer delays in achieving desired outcomes. It may also give impressions of incompetence if employees are incapable of doing their work although they are trained to perform the duty but they failed to produce target

outputs which are expected of them to deliver. Slocombe and Dougherty (2009) emphasized that employees with negative behavior may also be a part of grievances, low performance, poor product quality and shabby customer service, employee theft and disciplinary problems. The organizational costs associated with poor employee behavior may severely reduce organizations competitiveness.

One needs to follow seriously the policies, rules, regulations and codes of conduct of the organization and behave accordingly in order to maintain an academic community of mature professionals. Organizations communicate these procedures with idea that these will help employees make the right decisions. Wallace and Masters (2011) emphasized that the main argument is that rules and policies are usually followed and therefore, it forces individuals to commit a common goal and perform a common action. It serves really the purpose if it motivates or gives proper direction to the employees on how to lead their work assignments with an end view of peace, order and harmony among the members of the academic community.

If someone is very productive with the right attitude towards work and displays professional behavior that would help the organization to succeed. But if someone has poor disposition and indifferent about the accomplishment of the university's vision, he outwardly exhibits hostility toward management, co-employees and stakeholders. Observing ethics in the workplace of every individual is important so that everyone is morally responsible for his/her own behavior. McQuerrey (2009) cited that "one of the most common employee behavioral problems is that people do not enjoy their work that's why motivation plays an important role in employee behavior".

Work attitudes are collections of feelings, beliefs, and thoughts about how to behave that people hold about their job and organization (George & Jones, 2009). Because attitudes include behavioral as well as affective and cognitive components (Fishbein & Ajzen, 2011) they are important antecedents of employee participation and role behavior in work environments. Scholars also contend that commitment should predict turnover more accurately than job satisfaction because resignation implies rejection of the company, rather than the job (Hom & Hulin, 2011). A number of reviews find consistent negative relationships between organizational commitment and both intention to leave and actual turnover. Positive attitude drives the behavior of the employees towards work productivity based on personal values connected to the core values of the institution.

It is also an important consideration the congruence of values of employees and the organization in meeting the demands of work environment. Core values of the institution are commonly described in the communications through university publications, instructional materials and brochures. But identifying if the employees and the organization have shared or common values are not generally scrutinized.

Trust refers to positive expectations one person has toward another person in situations involving risks. Trust means putting faith in the other person or group. It is also a reciprocal activity: to receive trust, you must demonstrate trust. Employees have stronger commitment to the organization when they trust its leaders.

The three-component model of commitment developed by Meyer and Allen (1997) arguably dominates organizational commitment research. This model proposes that organizational commitment is experienced by the employee as three simultaneous mind-sets encompassing affective, normative, and continuance organizational commitment. This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Meyer et al., 2009).

Shore and Wayne (2013) state that empirical findings suggest that strong affective commitment is a better predictor of compliance behavior than altruistic behavior. Studies on commitment have provided strong evidence that affective and normative commitment is positively and continuance commitment is negatively connected with organizational outcomes such as performance and behavior.

Employee job responsibilities can be mentioned as important factor impacting employee behaviour because extensive range of roles and responsibilities can cause burnout for employees with all the negative consequences. In personal level, the extent of work-life balance of employees has direct and significant implications on their behaviour (Mattis & John, 2009). Similarly, employee-specific factors such as cultural

background and interpersonal skills and competencies greatly affect employee behaviours. Therefore, managers need to take into account these differences when dealing with each individual employee.

The impact of human resource management (HRM) tasks to maintain synergy and diplomatic atmosphere of making statements and opinions during meetings and conferences for continuous improvement of the organization. Managing the behavior of the people when they get unruly is supposed to be one of the functions of the human resource managers. Keeping the people informed of their poor manners and performance should be guided by the immediate superiors so that they would not affect the level of keenness and strength of other employees to work with the company. Communication is very important to let the people know where they should stand. Fairness should always be practiced. Harter, Schmidt and Hayes (2002) noted that HRM practices can improve quality of working relationship to increase knowledge, motivation and employee commitment towards developing a sustained competitive advantage for the firm.

#### **4. Conclusion and Recommendation**

Organizational commitment is one of the best products of exercising equality in the academic community, making the members loyal to the institution with demonstrated high improvements in job performance and financial aspect of the operations. Respecting the rights and giving appropriate privileges of the employees are essential component of having best practices in human resource management to maintain good and qualified people in the workforce.

Behavior of committed employees is observed through the quality of their work outputs and how they best relate personally and professionally with the other members of the organization. The determining the extent of work relationship among employees and between employees and the employer is an important factor to consider in maintaining a pleasant-sounding environment where people have the common vision and understanding on how to achieve goals and targets. According to Luthans (2010), there are mixed outcomes of organizational commitment, both early and more recent summaries do show support of a positive relationship between organizational commitment and desirable outcomes such as high performance, low turnover, and low absenteeism.

Effective organizational management has an effective communication process that defines the functions, responsibilities and limitations in handling and disseminating any kind of information would it be confidential or for public consumption. Information from the top management should be carried out with careful attention which might cause some misunderstanding between or among employees when disseminated inappropriately. Employee behavior towards work and the organization might also suffer from misinterpretation. There are some sets of information that should not be divulged or disclosed for ethical consideration because it might raise difference of opinion if not discussed in the proper venue. There should always be a balance of communication and collection of information and opinion from all viewpoints.

Human resource management office should always be the strong partner of the organization in character and capability building. It should be keen observant on the level of commitment and satisfaction of the people so that their behavior towards work would not be affected. Human resource manager may serve as counselor and adviser to anyone who suffers from life's difficulties. Therefore, the role of HR managers is not an easy task and ensuring peace and harmony among employees is basically an added value to their obligations. Understanding people and guiding them towards personal and professional growth are meaningful attributes of HR managers that greatly contribute to the career development of employees and working relationships among members of the organization.

Further investigation may be considered in determining the impact of communication climate in the organizational commitment and behavior of the employees.

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