Impact of Effective Communication Skills on Organizational Change Initiatives

Salman Bashir*, Sumaiya Syed**, Santosh Kumar***

ABSTRACT: *This research tries to unleash one of the dormant and hidden secrets of nature which has brought unprecedented impact in corporate culture that is efficacy of communication skills. It has been observed that organization changes at initial level bring some sort of resistance if not coped up skillfully but once certain changed produced into the subconscious of people then positives effects work on automatic basis. To produce this sort of chain reaction, there is sever need of effective communication skills so that rigidity as well as stiffness may be melted for the better results of the organization. The sample size of the respondents was 180, (i.e., 113 male and 67 female). All the results which were analyzed through the statistical software have brought significant values which clearly indicate as per universal codes of research that effective communication in any organization can bring viable results. The structural equation findings discovered new paradigm as to how to harness the set of new changes for the betterment of any organization.*

Keywords: Effective communication, organizational change, Structural Equation Model

Introduction

In institutional perspective, the 'change' is widespread, incessant and everlasting (Elving, 2005). Although that the modification is certain and continuous, it requires to be organized to fabricate effective results. Many changes initiatives prove to be failed due to false implementation and insufficient management. In addition, the world is constantly changing which influences employees and organizations. Change affects individuals and organizations that act as open systems, work in a dynamic environment and face competition both direct and indirect (Katz & Kahn, 1978). The human beings are creatively progressive and acquire 'natural instincts'. They want change in their life. In other words, survival of a person is difficult in an unchanged environment. Therefore, change management is comparatively a new field and is fast gaining importance because today the external environment is more dynamic and complex which dictates that organizations

---

* Assistant Professor, Department of Business Administration, Shah Abdul Latif University, Khairpur. (Corresponding author E-mail address: salman.memon@salu.edu.pk)

** Assistant Professor, Department of Business Administration, Shah Abdul Latif University, Khairpur.

*** Assistant Professor, Department of Sociology, Shah Abdul Latif University, Khairpur.

must evolve on continuous basis so as to keep them aligned with the demands of their customers as well as to maintain their effectiveness and efficiency. In a modern dynamic environment, organizations not only constrained to manage but they need to have 'strategic management' to ensure that they can retain the competitive advantage and also can ensure sustainability. With this view the organizations need to 'change'. The typical reaction to technology related change is anxiety, uncertainty and fear which act as resistant forces (Muo, 2014). Technology aims at reforming the process and directs the organization to adapt, reshape and respond to demands from customers for better service delivery. Modern technology involvement without appropriate change management may result in the disturbance of systems & processes which may later prove vulnerable for organizations stability (Ertmer & Ottenbreit-Leftwich, 2010). Apart from this, many factors are involved in failing organizational change efforts like organizational traditions, delaying in the change effort, and the slow processes of change creators.

In organizational setting, an effective communication is essential for effective change initiative (DiFonzo & Bordia, 1998). In general, the significance of communication during implementing and managing change has been thoroughly described and theoretically proposed (Lewis, 1999). In organizations, managers require planned organizational change as an opportunity for employees' to upgrade their ability, and give way to each individual to take equal chances in the post-change organizational behavior. However, the empirical research highlighted that the organizational change and effective communication are directly related. In recent studies, communication has shown positive connection with many organizational outcomes such as, organizational perseverance, individual behaviors, employee performance, and job contentment (Hussain & Rehman, 2013). In addition, effective communication is an important tool during institutional change and it is elaborated by the model of designed organizational change. For instance, Robertson et al. (1993) asserted that the change initiative is limited to the availability and skills of the employees. In other words, an organizational change means to change the communication and expertise level of the workers. Specifically, communication with workers is a collective part of dynamic change initiatives.

An underlying aim of this empirical paper is to unleash the impact of an effective communication on organizational change initiatives within context of denationalized commercial banks. It encourages the need of communication during change process. The approach to educate employees and understand the need for modification is also described. Furthermore, the objective of this study is to formulate a dynamic communication model by

identifying a range of variables which shape communication process during implementing and managing organizational change.

Literature Review

In order to respond increasing competition and fluid operational environment, organizational leaders are facing tremendous pressure to initiate change (Lüscher & Lewis, 2008). More precisely, the change is caused by both internal and external factors. For instance, a number of reasons are sighted to substantiate the change ranging from science, technology, ecology, geography, politics, war, natural calamities, philosophy, economics, globalization, legislation and law of competitive advantage (Krznaric, 2007). The path that leads from current state to desired state is not always straight. Therefore, the 'second-order' change needs to be managed for the purpose of reaching the desired state from the current state with minimal disturbance.

However, the change management practitioners reported two main reasons of failure for a planned change. i) Resistant forces and ii) Emergent forces (Pardo & Fuentes, 2003). The voluntary or sponsored change is typically planned whereas; forced change is usually dictatorial and unplanned. When a change is planned it is through a 'change intervention'. For example, (Beitler, 2005) defines two categories of change intervention namely: technical which covers strategic and structural process interventions and human intervention that involves human and culture aspect of the organization. According to Cheema and Naseer (2013), organizations decide to implement change when the following equation hold true:

$$^{1}C = (D \times V \times A \times FS) > R^{2}$$

In the above equation, the most important variable is 'resistance' which is the biggest obstacle to change. Such resistance can be confronted only when the managers can identify the main reasons for resistance. Understanding resistance is the first step to overcome the inertia or the force against process to change. Humans are naturally progressive and possess 'survival instincts' which means that they will either bring in a change or will try and adapt to the change happening around to remain sustainable, but at the same time 'change brings uncertainty' as it disturbs the equilibrium and requires realignment of the variables in the environment.

Notable management theorist Pardo and Fuentes (2003) in their research paper titled 'resistencias' theorized that the resistance hinders the process at its beginning or its development, aiming to keep the current

---

[1] Where C= Change, D=Dissatisfaction with present state, V= Vision, A= ability to change FS= First step / Plan, R=Resistance to change

situation intact. They have further identified the following major resistance forces in case of a strategic / transformational change:

- Lack of creativity and initiative caused due to feeling of infuriation resigning before trying.

- Deep-rooted values; avoiding to see things differently.

- Different interests among employees and management; no synergy.

- Lack of creative response due to constant, rapid and complex environmental changes; no time for assessment of the situation.

- Communication barriers; non participative one way communication.

- Lack of synergy between change values and organizational values; lack of coordination between change intervention and organizational values.

- Short-sightedness, denial, continuity of traditional ideas, non-research based implicit assumptions; naive approach.

- Organizational silence; decisions on personal knowledge / preference without information.

- Capabilities/ Skills gap; lack of proper knowledge & skills required for implementation.

- Ineffective leadership, centralized routines, change in policies; lack of seriousness in attitude of the change sponsors.

- Cynicism; personal vendetta or agenda producing unwanted criticism.

- Incommensurable beliefs; wider gap and conflicting solutions giving rise to indefinite decisions.

- Departmental politics; some departments working in self-interest disrupting organization wide change.

However, resistance may not be a problem in the change process. The main opposing forces to change were often issues like cultural, social and personal issues at different managerial levels and functional areas. Therefore, resistance can actually benefit change. Ford and Ford (2009), researched that the resistance can be used to boost awareness, to find answers for not only as to what change is required but why change is required. Thus, the factor of resistance can help find an alternate (better solution) and can encourage more participation. Also, it can help you answer

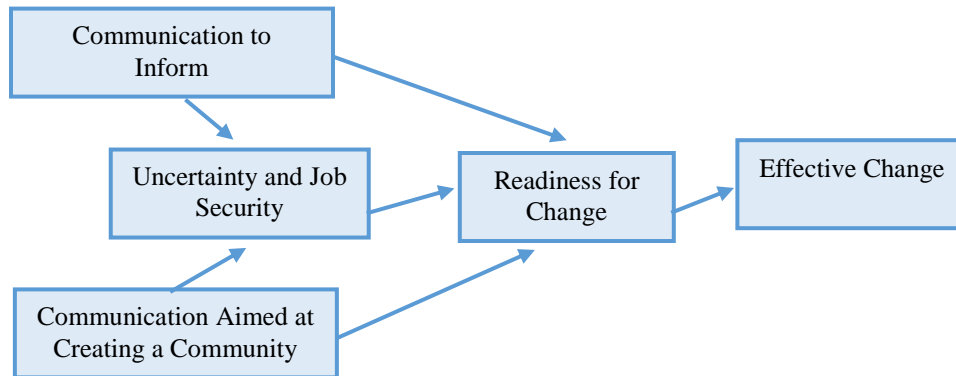to the apprehensions of the past failures and to assure that mistakes of the past will not be repeated.

Figure 1. Communication Change Model

Source: (Elving, 2005)

The exclusive significance of communication during the change efforts has been scientifically described and normally approved by theorists (Lewis, 1999). Nonetheless, the achievement of organizational change process lies in the response of employees. Inadequately organized change communication may result in confrontation and over stress unconstructive sides of the change. Successful communication decreases employees' ambiguity and a pessimistic association exist between vagueness and employees' readiness to acknowledge change (Elving, 2005). The prominent communication researchers have demonstrated the rationale behind communication component in a change dimension such as, dispersion, reduce ambiguity (Klein, 1996), advancing employee obligation (Kotter, 1996), linking employees in quest of their participation (Kitchen & Daly, 2002), checking barriers to alter and demanding the status quo.

Within the design constraints, communication is one of the imperative sides of change (Meyer et al., 2013). More specifically, communication is a bidirectional process. For example, knowledge can be transformed, but communication must be shared (Quirke, 2012). Whereas; information is one sided i.e. paper release or electronic messages (Barker & Gower, 2010). It is being deficient in the contribution of communication that when utilize correctly creates a joint understanding between groups (Elving, 2005). In other words, communication is the course by which individuals share meaning through a 'transactional practice' between two or more groups and without successful employee communication change is impracticable (Barrett, 2002).

In addition, communication is a course of preventing ambiguity that can be supported through change (Kitchen & Daly, 2002). This could be significant as a degree of insecurity will influence the willingness for change (Elving, 2005). However, the confrontation to change prevails when there is a dearth (or absence) of sufficient information (Proctor & Doukakis, 2003). Unluckily, the ongoing approach isn't so extensive that could provide any valuable organizational change communication. In contrast, it is limited to the range, custom, fashion, solidity and available conditions (Daly et al. 2003). Also, the standardized, timely, straightforward, comprehensible, attractive and simple to understand communication must have capacity to create an opportunity for bi-directional communication, otherwise the change scheme may produce undesired results (Smith, 2006).

Elving (2005), put forward a communication model that shows the 'impact of communication on ambiguity and readiness for change'. The significant, however, effective communication rationalize the change initiative, and establish greater willingness. However, an unclear, and ambiguous information generate vagueness. This is the reason, in my opinion; applicable information is more suitable than that of general information while communicating for change (Klein, 1996).

Throughout the change initiative, the communication requires for those who are aggrieved by the change process. According to the Lewin (1951), the 'change acceptance model' is designed to address these requirements at different stages of change process. This planned model of communication, however, was not used in the completion of the workplace approach. The six boxes in the 'communication change model' specify the utility of communication throughout organizational change initiative (see Figure 1).

Theoretical Model and Hypothesis of the Study

Paradoxically, almost no experimental research in light of valid quantitative investigation is available on effective communication and organizational change initiative (Elving, 2005). Accordingly, it is important to characterize the effective change with a specific determinants of an effective change initiatives. In spite of the fact that, a massive measure of literature available on the process of managing change (Champy & Nohria, 1996). It might be prolific to address when do organizations assess a change initiatives as effective. For example, the normal solutions for viably managing change require participation of every employee as could be expected under the circumstances, tending to their worries in the change program, or guaranteeing that the management set good examples in implementing change (Heracleous, 2002). In any case, readiness to change depends on two

components: motivation behind communication amid hierarchical change and the activities of its members (Goodman & Dean, 1982). At the end of the day, without considering the way of resistance and the activities of its individuals (e.g. practices, activities) when firms persevering through a transformational change activity, the impact of effective communication won't be upbraided.

Adjusting the work setting is a powerful lever for impelling change in the individual behavior. In a psychological models of behavioral change, this idea is theoretically established (Bandura, 2012). From this point of view, "all powerful mediation activities must create change in the way focused on people behave on the job" (Robertson et al., 1993, p. 622). In view of that, the readiness for change is a subjective forerunner to the practices that either create resistance, or support the change effort (Armenakis & Harris, 2002). In this sense, the readiness for change has two sides of the same coin. The first side creates the resistance and other provides support to the change initiative. The presumption can be made that when people are ready to acknowledge the change, they experience both low and high sentiments of readiness for the change. Empirically, researchers are yet uncertain with respect to the potential relationship between an effective organizational communication and resistance to change. The absence of proof that unravels the effect, following hypothesis may be suggested:

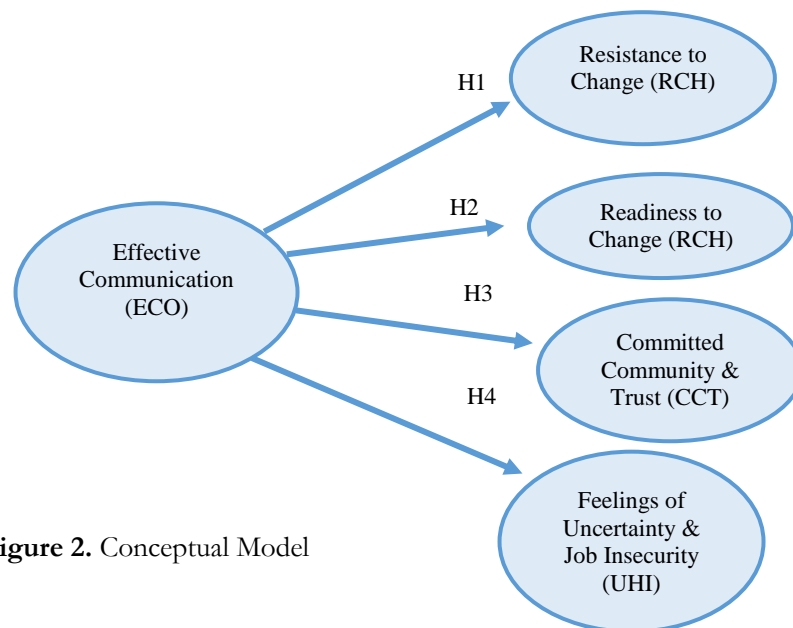H1 - Effective communication reduces resistance to change

Figure 2. Conceptual Model

In the communication literature, an effective organizational communication commonly has two objectives (Ridder, 2004). The main objective of organizational communication ought to educate employees about their assignments, projects and different issues. However, in organizational setting, the second objective of an effective communication is to make a community inside of the organization. In accordance with these objectives, effective change communication create sense of a community within the organizational members before, during and after the change initiative. In other words, the information about the change program likely to upsurge employee motivation about change and allow information sharing between employees and management about expectations for new behaviors during times of change. The information given by the organization for the most part originates from management at the one end and the employees at the other. In this sense, regular communication at the both ends should address the reasons of change. Consequently, the hypothesis H2 can be recommended:

H2 - Effective change communication increases readiness for change.

The second objective of an effective communication is to create a 'committed community' (Ridder, 2004). More specifically, the effective communication can be taken as an antecedent of the self-categorization process. For instance, the self-categorization process characterizes the features of personality and uplift group commitment (Ridder, 2004). As such, the social character is that some portion of an individual's self-idea which gets from his knowledge into his or her participation of a social gathering(s) together with the quality and emotional attachment connected to that group. It has regularly been observed that the communication makes the conditions for commitment, and thus can be seen as one of its vital prototypes. For instance, Postmes et al. quoted "interpersonal communication with companions and direct bosses restore commitment not as much as communication with top management" (Postmes et al., 2001, p. 231).

Trust is another variable that could produce 'feelings of belongingness' between leadership and employee. The prevailing literature reveals that trust results in particular impact, for example, increasing level of teamwork, and superior management support (Mayer et al., 1995). In support of this, Dirks and Ferrin recommended that trust can work in two particular means: i) principle impact on the work environment such as, participation and inspiration and ii) the arbitrator impact as it offers some assistance for assessing the future course of actions and/or revisit existing course of actions (Dirks & Ferrin, 2001, p. 461). In a more abstract sense, trust

manages the activities of people in more uncertain circumstances and line-up individual reaction to that activity.

Similarly, organizational commitment and trust are connected to both climate and culture. Organizational climate can be characterized as the mutual view of organizational strategies, rehearses and systems, both formal and casual (Schneider & Reichers, 1983). However, organizational culture indicates the apparent picture of the objectives and the methods that embraces the goal achievement. The role of organizational communication creates a committed community which is responsible to outstrip irresponsible attitude and encourage commitment inside of the organization that stimulates trust between management and employees for readiness for change. The following hypothesis can be suggested:

> H3 – Effective communication develops a committed community and invigorates trust between management and employees for readiness for change.

Uncertainty is associated with the scope of a change program. It purely relies on the intended magnitude of change initiative and expected results vis-à-vis implications for the workers (Buono & Bowditch, 1993). In other words, the uncertainty as a result of organization change initiatives also produce job insecurity. For instance, the job insecurity intensifies an uncertainty about the future. For employees, it is unconfirmed that whether he/she will have the capacity to keep on working, or whether he/she will be fired (Witte, 1999). In any case, the rendered objective of organizational communication is not only to reduce the feeling of uncertainty but also relax the feeling of job insecurity. Therefore, the degree of an effective communication could have an impact on the organizational change decisions and to establish a community within organization. However, due to lack of empirical research on this domain, following hypothesis can be drawn:

> H4 – Effective communication likely to have an influence on the 'feelings of uncertainty' and on the 'feelings of job insecurity'.

In order to find the structural relationship between endogenous and exogenous variables, an explanatory research was deliberately designed. The research design based on quantitative data in this study thoroughly investigates the hypothesized relationship using structural equation models.

Research Methodology

Data Collection

For data collection, self-administered questionnaire survey was conducted at Karachi, Hyderabad and Sukkur. The completed surveys were collected from the branch managers of five denationalized commercial

banks. A total of 275 questionnaire were distributed based on convenience sampling. Of the total, 197 respondents completed the electronic survey through provided HTML link. However, the researchers has rejected 17 submitted surveys due to unfinished answers. Hence, the response rate of both self-administered and electronic surveys remained 65.4% (i.e. 180 / 275 * 100 = 65.4%).

Variables and Measures

The underlying study contains one dependent and six independent variables. A five-point Likert scale used to measure six exogenous and one endogenous variables was adopted from previously established scale of Schweiger and Denisi (1991) and Meyer and Allen (1997). The effective communication factor was measured by asking employees about changes at work and the information about the decisions that have been made. In contrast, this study attempts to build a hypothetical model mainly based on four hypothesis which uses a relevant factors to explain the variation in the quality of change decisions. For example, the questions about resistance and readiness to change included finding the insight of what might happen as a result of the change. Also, the factor of committed community was operationalized to ask employees about their organizational commitment in which they are working. In the similar vein, other factors i.e. feelings of trust, feelings of job insecurity and feelings of job uncertainty also included as a separate variables in order to ascertain employee emotional attachment with an organization, possible impact of the culture of organization will change and the job security in a changed environment.

Data Analysis

Demographic Analysis

In order to determine the sample characteristics, respondents were asked a series of personal questions. For example, the sample was demographically distributed according to the employee's gender, sex, age, education, job rank, and job experience with current employer. A total of five denationalized commercial banks participated in the study and 180 respondents submitted a complete survey. As shown in Table 1, the sample was male dominant majority of them belonging to the age group 36 to 45.A total of 60.5% of the participants were graduate and 21.6% have a Master's degree. The sample composition also indicates that the 06% of the respondents were general managers and deputy general managers, 46.6% were senior managers, 28.3% were executives and 18.8% were belong to clerical staff. The frequencies of responses according to employee job experience in current organization shows that almost 48.8% of the employee are having 6 to 8 year job experience in the current organization.

Table 1
Descriptive Analysis of Personal / Categorical Data

Demographic Variable	Count	Percentage (%)
Gender		
• Male	113	62.7%
• Female	67	37.2%
Age		
• Less than 25	28	15.5%
• 26 to 35	36	20.0%
• 36 to 45	66	36.6%
• 46 to 55	29	16.1%
• 56 to 65	21	11.6%
Education		
• Matriculation	09	05%
• Intermediate	23	12.7%
• Graduate	109	60.5%
• Post-Graduate	39	21.6%
Job Rank		
• Non Managerial / Clerical Staff	34	18.8%
• Executive Officer	51	28.3%
• Senior Manager / Assistant Manager	84	46.6%
• General Manager / Deputy General Manager	11	06%
Job Experience in Current Organization		
• Less than 2 years	29	16.1%
• 3 to 5 years	46	25.5%
• 6 to 8 years	88	48.8%
• More than 9 years	17	9.4%

Reliability Analysis

In order to increase the overall consistency and produce similar results, the quantitative data utilized to measure reliability using an internal consistency method. For this, co-efficient labelled 'Cronbach alpha' (α) of each item and composite alpha (α) of each variable were measured in SPSS-19 (Cronbach, 1951). The mean values and standard deviation of each item are also measured. The reliability test results summarized in the Table 2 shows good reliability of the questionnaire as the test value came greater than the recommended limit of 0.7 for all questions.

Table 2

Cronbach Alpha (α), Mean and Standard Deviation Estimates

Index	Code	Items	Mean	SD (σ)
*Effective Communication (ECO)				
α = 0.920	ECO1	Communications about the change are timely and relevant	3.10	0.75
	ECO2	The employees are informed about changes at work in an open and honest way	3.01	0.58
	ECO3	During changes at work, all employees are extensively informed about the decisions that have been made.	2.82	1.11
	ECO4	Everyone in my organization is usually well-informed and kept up-to-date on changes impacting their work	2.65	0.64
*Resistance to Change (RCH)				
α = 0.936	RCH1	People want things to stay as they are	3.78	1.01
	RCH2	Change threatens people because it is not clear what will happen	4.41	0.58
	RCH3	People are frightened for their jobs	3.20	1.65
	RCH4	People lack any feeling that the future could be better as a result of the changes	3.99	0.84
*Readiness to Change (RED)				
α = 0.956	RED1	Standards and expectations for new behaviors are established and communicated during times of change.	3.04	1.15
	RED2	Communication channels allow information sharing between employees and designated leaders.	3.19	0.94
	RED3	New expectations are a clear priority and desired actions are reinforced.	3.37	1.29

	RED4	Designated leaders actively seek input from employees concerning challenges, expectations, and innovations.	3.44	1.15
Committed Community and Trust (CCT)				
α = 0.936	CCT1	I would be very happy to spend the rest of my career with this organization.	3.05	1.62
	CCT2	I enjoy discussing about my organization with people outside it.	3.61	0.74
	CCT3	I really feel as if this organization's problems are my own.	3.22	1.11
	CCT4	I do not feel 'emotionally attached' to this organization.	3.84	1.26
Feelings of Uncertainty and Job Insecurity (UJI)				
α = 0.915	UJI1	I don't know about raise in my pay/salary	3.25	1.62
	UJI2	I don't know when I will be promoted	3.48	1.05
	UJI3	I think I might lose my job in the near future.	3.98	1.23
	UJI4	I am not secure about the future of my job.	2.38	0.92

Source: *A five-point Likert scale used to measure six exogenous and one endogenous variables was adopted from Schweiger and Denisi (1991) and Meyer and Allen (1997)

Hypothesis Analysis

As described in the conceptual model, four hypotheses have been drawn deductively based on the effective communication and organizational change initiative. Thus, this research recognizes the elements of effective communication in explaining variance within organizational change initiatives. Thus, the measurement model based on the series of hypotheses (H1, H2.........H4) empirically measured using structural equation model (SEM) analysis. Figure 3 shows the path diagram based on four hypotheses suggested in the conceptual framework. The estimated values of data points (i.e. 245), parameters (i.e. 112 and) and degrees of freedom (i.e. 198) shows that the model is over-identified.
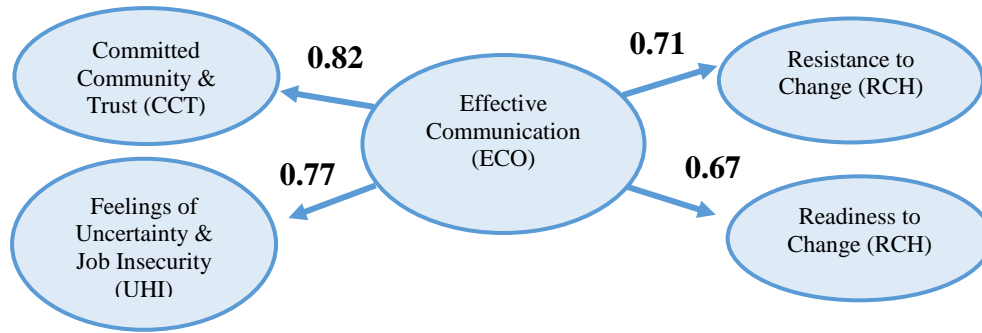
Figure 3. Hypothesis Analysis Results

In case of this model, the measurement portion demonstrated a good measure (Bentler & Yuan, 1999). For example, RCH1 (0.87), RED3 (0.88), CCT2 (0.91), UJI1 (0.90) and ECO3 (0.83) signifying the highest standardized regression weights. However, RCH4 (0.79), RED4 (0.79), CCT1 (0.78), UJI3 (0.77) and ECO4 (0.72) has a values of low regression weight. In contrast, the R^2 value shows the suitable portion of the variance within each corresponding factor. For example, the value of RCH explain 70.0% (RCH2 ← RCH = 0.84^2) variation in RCH2. In addition, the survey items estimate the each value dimension and regression weights are significant at 95% confidence level.

The estimated values of various model fit are illustrated in Table 3. The chi-square value of the hypothesized model indicates no discrepancy from the model fit at the suggested limit of 5% significance level. The chi-square value (i.e. $\chi2 = 313.589$; $p \leq 0.05$) shows that the data perfectly fit in the population. Similarly, a ratio of chi-square to degree of freedom i.e., $\chi2/df = 313.589 / 198 = 1.58$ also indicate that the model is significant at *$p \leq .000$. In addition, the results of other absolute fit indices such as, RMSEA = 0.087 and BCC = 542.457 also shows the proof of model fit. The comparative fit indices values such as, RFI = 0.881, NFI = 0.922, IFI = 0.954, TLI = 0.912 and CFI = 0.965 further shows a good fit. Likewise, the both predictive fit indices values i.e. AIC = 691.778 and ECVI = 5.625 also demonstrated a good fit to the data.

Table 3
Factor Loadings and Model Fit Estimates

Absolute Fit Indices	Comparative Fit Indices
Chi Square = 313.589	Comparative Fit Index = 0.965
Degree of Freedom = 198	Tucker Lewis Index = 0.912
X2 / df = 1.58	Incremental Fit Index = 0.954
Browne Cudeck Criterion = 542.457	Normed Fit Index = 0.922
Root Mean Square Residual = 0.087	[a] Relative Non-Centrality Fit Index = 0.881

Predictive Fit Indices			[b] Parsimonious Fit Indices	
Akaike Information Criterion = 691.778			Parsimony-Adjusted – NFI = 0.865	
Expected Cross-Validation Index = 5.625			Parsimony-Adjusted – CFI = 0.759	
Hypothesis	Gamma (γ)	[e]t – value	[d]p – value	Result
H1	0.71	4.69	.000	Supported
H2	0.67	3.25	.000	Supported
H3	0.82	3.58	.004	Supported
H4	0.77	5.66	.001	Supported

[a]Related to CFI vale but sometimes negative.

[b] More depending on the size of the hypothetical model

[e]t ≥ 1.96

[d]p ≤ 0.05

Source: Markus (2012)

In addition, the parsimonious fit values i.e., PNFI = 0.865 and PCFI = 0.159 indicated that the hypothesized model fit with the data. The hypothesized model results show that the structural relationship between six independent and one dependent variables is significant at p-value ≤ 0.05. The χ^2 value explains that the model is a good fit to the data so that the null hypothesis can be rejected at 95% significance level. More specifically, the effective communication had a significant impact on the organizational change factors. The hypothesis result (H1 = RCH ← ECO: γ = 0.71, t = 4.69, p-value ≤ 0.000), (H2 = RED ← ECO: γ = 0.67, t = 3.25, p-value ≤ 0.000), (H3 = CCT ← ECO: γ = 0.82, t = 3.58, p-value ≤ 0.004) and (H4 = UJI ← ECO: γ = 0.77, t = 5.66, p-value ≤ 0.001) found significant.

Table 4

Regression Weights and Squared Multiple Correlations

Path	Regression Weights	Observed Variable	R²
Independent Variables: RCH = Resistance to Change, RED = Readiness to Change, CCT= Committed Community, UJI = Uncertainty and Job Insecurity			
RCH1 ← RCH	0.87	RCH1	0.75
RCH2 ← RCH	0.84	RCH2	0.70
RCH3 ← RCH	0.81	RCH3	0.65
RCH4 ← RCH	0.79	RCH4	0.62
RED1 ← RED	0.80	RED1	0.64
RED2 ← RED	0.84	RED2	0.70
RED3 ← RED	0.88	RED3	0.77
RED4 ← RED	0.79	RED4	0.62
CCT1 ← CCT	0.78	CCT1	0.60
CCT2 ← CCT	0.91	CCT2	0.82
CCT3 ← CCT	0.89	CCT3	0.79
CCT4 ← CCT	0.85	CCT4	0.72
UJI1 ← UJI	0.90	UJI1	0.81
UJI2 ← UJI	0.85	UJI2	0.72

UJI3 ← UJI	0.77	UJI3	0.59
UJI4 ← UJI	0.78	UJI4	0.60
Dependent Variable: ECO = Effective Communication CDT			
ECO1 ← ECO	0.81	ECO1	0.65
ECO2 ← ECO	0.75	ECO2	0.56
ECO3 ← ECO	0.82	ECO3	0.67
ECO4 ← ECO	0.72	ECO4	0.51

Findings

It has been analyzed through above discussion that effective communication works in direct proportion for developing the trust among employers and employees. The resistance to change can easily be breached with the efficacy of penetrating communication provided that the communication is based on trustworthy and sincere reasoning. Trustworthy communication always sends magical vibes which automatically becomes the very basis of change in the behavior of people.

The sense of readiness among people working in any organization is also enhanced with effective communications which ultimately becomes the very basis for the positive changes. It is due to effective communication that certain viable and trustworthy community is formed leaving behind the feeling of insecurity and exaggerated fears of job losing. The p-value is 0.001 which shows that all the hypothesis of effective communication skills are valid and true which can bring the success of any organization.

Moreover, chai-square value is more than the tabulated value which also reflects that effective communication can bring easily readiness and receptivity in the behavior of people to imbibe the new changes for the betterment of the organization. In the entire hypothesis p-values have brought 0.000 which in the realm of research means that there are significant relationships among dependent and independent variables respectively.

Conclusion

This research paper after deep analysis has conclude that effective communications about the change allow information sharing between employees and designated leaders. Since, an effective change communication creates sense of a community within the organizational members before, during and after the change initiative. In other words, the information about the change program likely to upsurge employee motivation about change and allows information sharing between employees and management about expectations for new behaviors during times of change.

In addition, the role of organizational communication creates a committed community which is responsible to outstrip irresponsible attitude and encourage commitment inside of the organization that stimulates trust

between management and employees for readiness for change. Therefore, it will be worthwhile to mention that the success of any organization does not lie in the contents of people but it always lies in the context of perspective of people who are working in that organization. Hence, efficacy of the communications tactics is the universal tool which can bring any positive change provided that there is honesty, sincerity and trustworthiness of communicators as someone has rightly and sweetly said: "success does not lie in actions but it in intentions that can work wonder

For future researchers, the findings of this study can become milestone and is harbinger for the positive impact on any organization of the globe. For policy makers, the findings of this study can serve as the effective tool which is trapped in the vortex of resistant and unconducive atmosphere.

References

Armenakis, A. A., & Harris, S. G. (2002). Crafting a change message to create transformational readiness. *Journal of Organizational Change Management*, *15*(2), 169-183.

Allen, J., Jimmieson, N. L., Bordia, P., & Irmer, B. E. (2007). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management*, *7*(2), 187-210.

Barker, R. T., & Gower, K. (2010). Strategic application of storytelling in organizations toward effective communication in a diverse world. *Journal of Business Communication*, *47*(3), 295-312.

Barrett, D. J. (2002). Change communication: Using strategic employee Communication to facilitate major change. *Corporate Communications: An International Journal*, *7*(4), 219-231.

Bandura, A. (2012). On the functional properties of perceived self-efficacy revisited. *Journal of Management*, *38*(1), 9-44.

Beitler, M. A. (2005). *Strategic organizational learning: A practitioner's guide for managers and consultants*. Practitioner Press Intl.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*(3), 297-334.

Champy, J., & Nohria, N. (1996). *Fast forward: the best ideas on managing business change*. Harvard Business Press.

Cheema, A., & Naseer, M. F. (2013). Historical inequality and intergenerational educational mobility: The dynamics of change in rural Punjab. *The Lahore Journal of Economics*, *18*(3) 211-219.

DiFonzo, N., & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organizational change. *Human Resource Management*, *37*(3), 295-303.

Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization Science*, *12*(4), 450-467.

Daly, F., Teague, P., & Kitchen, P. (2003). Exploring the role of internal communication during organisational change. *Corporate Communications: An International Journal*, *8*(3), 153-162.

Elving, W. J. (2005). The role of communication in organisational change. *Corporate Communications: An International Journal*, *10*(2), 129-138.

Ertmer, P. A., & Ottenbreit-Leftwich, A. T. (2010). Teacher technology change: How knowledge, confidence, beliefs, and culture intersect. *Journal of Research on Technology in Education*, *42*(3), 255-284.

Ford, J. D., & Ford, L. W. (2009). Decoding resistance to change. *Harvard Business Review*, *87*(4), 99-103.

Goodman, P. S., & Dean Jr, J. W. (1982). *Change in Organizations. Chapter 6. Creating Long-Term Organizational Change.* Carnegie-Mellon University Pittsburgh PA Graduate School of Industrial Administration.

Heracleous, L. (2002). The contribution of a discursive view to understanding and managing organizational change. *Strategic Change*, *11*(5), 253-261.

Hussain, T., & Rehman, S. S. (2013). Do human resource management practices inspire employees' retention? *Research Journal of Applied Sciences, Engineering and Technology*, *6*(19), 3625-3633.

Katz, D., & Kahn, R. L. (1978). Organizations and the system concept. *Classics of Organization Theory*, *11*(2), 161-172.

Klein, S. M. (1996). A management communication strategy for change. *Journal of Organizational Change Management*, *9*(2), 32-46.

Kotter, J. P. (1996). *Leading change.* Harvard Business Press.

Kitchen, P. J., & Daly, F. (2002). Internal communication during change management. *Corporate Communications: An International Journal*, *7*(1), 46-53.

Lewis, L. K. (1999). Disseminating information and soliciting input during planned organizational change implementers' targets, sources, and channels for communicating. *Management Communication Quarterly*, *13*(1), 43-75.

Lüscher, L. S., & Lewis, M. W. (2008). Organizational change and managerial sense-making: Working through paradox. *Academy of Management Journal*, *51*(2), 221-240.

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, *20*(3), 709-734.

Markus, K. A. (2012). Principles and practice of structural equation modeling by Rex B. Kline. *Structural Equation Modeling: A Multidisciplinary Journal*, *19*(3), 509-512.

Meyer, J. P., Stanley, L. J., & Vandenberg, R. J. (2013). A person-centered approach to the study of commitment. *Human Resource Management Review*, *23*(2), 190-202.

Muo, I. (2014). The Other Side of Change Resistance. *International Review of Management and Business Research*, *3*(1), 96.

Postmes, T., Tanis, M., & De Wit, B. (2001). Communication and commitment in organizations: A social identity approach. *Group Processes & Intergroup Relations*, *4*(3), 227-246.

Pardo del Val, M., & Martínez Fuentes, C. (2003). Resistance to change: a literature review and empirical study. *Management Decision*, *41*(2), 148-155.

Proctor, T., & Doukakis, I. (2003). Change management: the role of internal communication and employee development. *Corporate Communications: An International Journal*, *8*(4), 268-277.

Quirke, M. B. (2012). *Making the connections: Using internal communication to turn strategy into action*. Gower Publishing, Ltd.

Robertson, P. J., Roberts, D. R., & Porras, J. I. (1993). Dynamics of planned organizational change: Assessing empirical support for a theoretical model. *Academy of Management Journal*, *36*(3), 619-634.

Ridder, J. A. (2004). Organisational communication and supportive employees. *Human Resource Management Journal*, *14*(3), 20-30.

Smith, I. (2006). Continuing professional development and workplace learning-15: Achieving successful organisational change do's and don'ts of change management. *Library Management*, *27*(4), 300-306.

Schweiger, D. M., & Denisi, A. S. (1991). Communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal*, *34*(1), 110-135.

Witte, H. D. (1999). Job insecurity and psychological well-being: Review of the literature and exploration of some unresolved issues. *European Journal of work and Organizational psychology*, *8*(2), 155-177.