

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

The growing globalization of business and increasing competition and technological advancement has led to an increasing need to change organizational policies and strategies (Hampel and Martinsons, 2009). The pace of challenges is increasing and thus organizational change is considered unavoidable (Drucker, 1999).

Organizational change is the continuous process of aligning an organization with its marketplace and doing it more responsively and effectively than competitors. Thus, organizational change management is a continuous process of experiment and adaptation aimed at matching organizational capabilities to the needs and dictates of a dynamic business environment Rogers (1995).

As such, in a highly competitive environment, organizational change becomes indispensable for greater success and excellence. This is due to the dynamism of the internal and external business environment. But in spite of the importance of change management to organization success, employees in most organizations resist change, sequel to wrong perception and their inability to adapt to new development and shifting from their current point. As such, organizational scholars have long acknowledged the importance of communication strategy in explanation of organizational change in order to clearly communicate in advance, the short and long term effect as well as the benefits and shortcomings of such change management. This is in order to avoid potential loss that could arise from cynicism in certain group of employees and consequently change resistance Langham (1996).

In organization, most problems and challenges are generated by competition, advance technology, mergers, expansion, product quality maintenance, or enhancing employee efficiency on the one hand and rapid growth, new business venture, exciting opportunities, innovation, and new leadership and management approaches on the other (Madsen et al, 2005). To overcome these challenges, organizations are often under pressure for survival and stay competitive in future. In such adverse environment, employee attitude and behavior to accept organizational change is considered important for management and change

agents for successful organizational change. This is sequel to the way in which most employee resist change from the onset,

Hence the need to use communication to inform and educate employee on such organizational change before it commences.

It is against this background that the researcher sees the subject matter "The effect of communication on employee's perception to change in an organization" worthy of being investigated through this survey.

## **1.2 Statement of the problem**

Organizational is basically confronted with issue of change resistance by employee. This has been a big challenge as well as impediment to management of organization during such period. This is attributed to constraints arising from the inability of management to communicate such change in advance through effective communication before implementation. Communication problems are common place when change are not clearly identified Lewis (2007). Not only do they cause a drain on profitability, but also the effectiveness of management declines. In the work of Dawson (2006), he opined that there are many underlying reasons why communication often falls short of the ideas, which are "accuracy, reliability, validity, adequacy and effectiveness," are addressed with some general issues within the relationship between information and communication in organizations.

Lewis (2007)'s research findings, the most frequently noted categories of problem encountered by the company in transition are "communicating vision" and "negative attitudes". If an organization's management does not consider which communication behaviours, it wishes to foster for its success, the signals it sends to employees may be inconsistent or counterproductive. Thus managers should consider conveying clear communication behaviour expectations as a fundamental element of strategy. In doing so, firms might pursue communication audits which involve ethnographic analysis, including observational and interviewing, to learn exactly what organizational policies are operating Gilsdorf, (2008). Moreover, Gilsdorf moves on to argue that analysis of organizational culture should be conducted in order to help determine communication strategy used to solve the problem.

This has caused organization to suffer loss arising from change resistance. Hence the need to

investigated the effect of communication on employee's perception to change in an organization becomes imperative. This is so sequel to gap created by inadequate researches on the subject which has great importance to organizational growth.

### **1.3 Research Questions**

- i. How is communication use in managing organizational change?
- ii. What forms of communication is used in managing change in an organization?
- iii. How is communication use in reducing change resistance?
- iv. What is the effect of communication on workers productivity during organizational change?

### **1.4 Objective of the study**

The central objective of the study is to examine the effect of communication on employees perception to change in an organization. The specific objectives are:

- i. To identify how communication is use to manage change in an organization.
- ii. To identify the various forms of communication that can be used to manage change in an organization.
- iii. To find out how communication is used to reduce change resistance.
- iv. To examine the effect of communication on workers' productivity during organizational change.

### **1.5 Statement of Hypothesis**

$H_1$ : Communication has a significant effect on organizational change.

$H_2$ : Communication does not have a significant effect on organizational change.

### **1.6 Significance of the study**

The study would be important to corporate organizations, individual, scholars and researchers.

To corporate organization the study will be use as a basis for policy formulation and decision making regarding organizational change.

The study will benefit individual scholars and researchers who may wish to use this project report as a basis for further studies.

The study will also add to the existing knowledge in the role of communication in organizational change.

### **1.7 Scope of the Study**

The covers an investigation of the effect of communication in organizational change. The collection of primary data fall with the boundaries of Synergy Limited Kaduna. The period under review is limited to the time from 2006 to 2011.

### **1.8 Definition of Term**

·**Communication:** Medium use to inform employees about organizational change.

·**Change Management:** This are strategies formulated minimize change resistance and foster effective reengineering of workflow.

·**Organizational Change:** This are adjustment made in work process or reengineering of an organizational change.

## **THE EFFECT OF COMMUNICATION ON EMPLOYEE PERCEPTION OF CHANGE IN AN ORGANIZATION (A CASE STUDY OF UNICEM CALABAR)**

The complete project material is available and ready for download. All what you need to do is to order for the complete material. The price for the material is NGN 3,000.00.

Make payment via bank transfer to Bank: Guaranteed Trust Bank, Account name: Emi-Aware technology, Account Number: 0424875728

Bank: Zenith Bank, Account name: Emi-Aware technology, Account Number: 1222004869

or visit the website and pay online. For more info: Visit <https://researchcub.info/payment-instruct.html>

After payment send your depositor's name, amount paid, project topic, email address or your phone number (in which instructions will sent to you to download the material) to +234 70 6329 8784 via text message/ whatsapp or Email address: [info@allprojectmaterials.com](mailto:info@allprojectmaterials.com).

Once payment is confirmed, the material will be sent to you immediately.

It takes 5min to 30min to confirm and send the material to you.

For more project topics and materials visit: <https://researchcub.info/> or For enquiries: [info@allprojectmaterials.com](mailto:info@allprojectmaterials.com) or call/whatsapp: +234 70 6329 8784

Regards!!!