

Communication: A Modern Dimension of Job Involvement and Employee Commitment: A Case Study of Public Health Workers in Ekiti State

Ogundipe C. F., Adetayo, H. O., Bankole O. A., Akinbowale, F. O.
¹⁻⁴ Department of Business Administration, Faculty of Management Sciences,
 Ekiti State University, Ado-Ekiti, Nigeria

Abstract:- The purpose of this study is to examine communication: A modern dimension of job involvement in determining employee commitment among Public Health Workers in Ekiti State, Nigeria. The study employed a descriptive survey and data were gathered through primary source via structured questionnaire. The study population comprised (4,960) public health staff in Ekiti State. The sample size was 381 using Krejcie and Morgan sampling model. Data retrieved were analyzed using multiple regression. The study revealed that communication has significant positive influence on employee commitment among Public Health Workers in Ekiti State ($t=7.521$, $t=5.774$, $t=9.096$, $p<0.05$). The study concluded that job involvement statistically and significantly affects employee commitment among Public Health Workers in Ekiti State, Nigeria.

Keyword:- Communication, Job Involvement, Employee Commitment.

I. INTRODUCTION

In this current dynamic business environment, organizations are indisposed which has been making the conception of organizational commitment more relevant (Nehmeh, 2009). Commitment is established to be a crucial issue in organizations as a result of its tendency to boost employee performance and ensure more involvement in work decision. Ordinarily, commitment is related either to job, career or the organization (Guney, Diker, Guney, Ayranci & Solmaz, 2012). Over the years, interest on job involvement and organisational commitment has gained much recognition and significance because of their essential role in generating pleasing positive organizational outcomes. Job involvement in this regards entail internalization of the core values about the goodness of their work and the worth of individuals (Lodahl & Kejner, 1965). Employees who display high levels of job involvement consider their workplace and duties very essential part of their lives and how they perform on their respective job to a large extent depends on the positive or negative feelings individuals develop towards their job (Nwibere, 2014).

Danish, Shahid, Aslam, Afzal and Ali (2015) averred that employees are fundamental asset to any organization and their contributions to organisational success cannot be left out. Now organizations use different types or methods

to encourage employee's productivity. Organization ensures employees conveniences to make their work easier in order to increase their productivity. Numerous organizations recommend a particular method of bonus to employees so that employees can carry out their work on time and show more interest in involvement other business activities. Employee who performs their responsibilities diligently maintains some positive emotion towards their colleague. Communication started from the beginning of the universe thus transformation of individuals is facilitated by communication. Accordingly, for organization and their employees, communication remains crucial and also, it has an imperative role on activities with the purpose of accomplishing organizational objectives (Ada, Alver & Fatima, 2008).

Industrial disharmony mostly arises among management and staff as a result of communication barrier. Hence it becomes important to note that in communication, emotions, environment, psychological and technical characteristics of the medium is significance to enhance organizational performance. As posited by Okoye (2004), psychologically transmission is beyond response to information but understanding and feedback of the information. Most organizational argument has been traced to rupture in communication as sustained by (Nebo, Nwankwo & Okonkwo, 2015). Furthermore, the unvarying delay in accessing information by staff seems to limit their performance which could create maladministration in coordinating of organizational activities. Therefore, performance of employees in relation to their duties and responsibility seems to question their communication techniques in terms of performance.

Several studies have been conducted in this regards on job involvement, communication and employee commitment such as Sharma (2016) concentrated on health sector among other studies who concentrated on other sectors like banking, telecommunication, tertiary institution, and manufacturing to mention but a few. Therefore, the study conducted by Sharma (2016) among health workers in Jodhpur will be revalidated in Nigeria for generalisation purpose. therefore, the study would be of benefits to the management or directors of public health workers on the need to ensure that employees at all levels are involved and well informed about the policy and financial status of the organisation. Moreso, this study would be of benefit to the staff on the need to be hard working and to contribute their own quota to the

development of the organisation to facilitate good management subordinate relationship and the study would be of reference to future researchers particularly in the field of human resources management.

II. LITERATURE REVIEW

➤ *Job Involvement*

The concept of job involvement is an initiative that fosters employee contribution to decision making and improvement of activities convenient to their rank in the organisation. According to Kasaya and Munjuri (2018) employee involvement comprise a variety of processes devised to enlist the intellectual capacity and utmost contribution of employees in an organization and their commitment towards the stated objectives which results to increase in organisational performance. Further, Price (2004) also asserted that employee involvement is a process involving participation, communication, decision making which enhances employee motivation. Therefore employee involvement has been described as a set of activities that enable workers to develop a feeling of ownership and responsibility towards the organization and it enables workers to take part in problem solving, decision making and information processing (Kearney, 1997). However, employees involvement and having the needed information at hand enhances employee's commitment level.

➤ *Communication*

Communication encompasses the entire activities an individual engage in when they wants to make a transformation in the mind of other people. Communication is described as a process that contained expressing, listening and understanding (Banerji & Dayal, 2005). Similarly, emphasizing social aspect of communication, communication that takes part based on social life and forms of organizational structure intending to conduct better interaction between employees and organizations (Dogan, 2005). Price (1997) explained organizational communication as the degree to which information about the job is transmitted by organization to its employees. Ayatse (2005) asserted that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they acquire will enable them to display work behaviours appropriately and relevantly to the performance of their job (Asamu, 2014).

Ince and Gül (2011) posited that communication is an exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. Altinöz (2008) defines communication as a means through which the task and the resources needed to carry out an assignment and through communication, the roles, duties and the expected results are made known to the subordinates. In view of this, communication is the transfer of information from one employee to another. Thus effective communication is therefore the transfer of message, giving feedback, from the receiver to the sender, indicating an understanding of the message (Asamu, 2014). Employee communication is the spreading of information which is related to the daily performance of an employer's

job and also vital if the worker is expected to be an effective member of staff. Communication indicates a consideration of human beings as a crucial resource (Buchanan & Doyle, 1999). Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. Myers and Myers (1982) defined organizational communication as the central binding force that permits coordination among people and thus allows for organized behaviour. Moreso, Rogers and Rogers (1976) argued that individual behaviour is best understood from communication point of view.

According to Nebo, Nwankwo and Okonkwo (2015), meaningful communication informs and educates employees at various levels (Barrett, 2002). Communication is asserted by (Haiemann, 2011) as the communicating of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and organizations. Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous process between the two parties involved and it occurs in various levels, such as intra-individual communication level (Keith, 2014).

Consequently, internal organizational communication eases the flow of information among staff of the organization (Lindlof & Taylor, 2011). The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization. Apparently, organizational communication tends to demonstrate what an organization stands for, the purpose of its existence, who the various customers are, the manner in which their workloads are accomplished and the staff coverage (Otoo, 2015).

➤ *Organisational Communication*

Internal communication is a form of communication where the flow of communication is done between or among employees regarding their work has taken place. Internal communication as posited by Trahan (2008) is operationally described as the exchange of communication both informal and formal between top management and employees within an organization. In order words, communication exists between leaders, managers and employees or peer to peer, among hierarchies or colleagues. More importantly, the focus of internal communication is directed towards connecting employees as well as groups and organization in general to simplify realization of combined interest and unstructured cooperation. When effective internal communication is vital for successful organization, it affects capacity of strategic managers to engage employees and attain objectives. Equally, when the same internal communication is appropriate, it ensures employee commitment to achieving landmark business results through improving collaboration, productivity and performance (Welch & Jackson, 2007).

The pattern of communication within the organisation is of two dimensions which are; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words vertical communication transmits information among different hierarchy in the organizational structure. However, horizontal communication also transmits information among employees, divisions, departments and units within the operational structure. Therefore, the qualities of different communication flows in an organization become necessary in involving employees and ensuring they are well informed about organisation present status and positions.

In other words, communications moves from the top management of the organisation to the employees (Tubbs & Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also expected to inform employees of job procedures and policies, identification of problems that necessitate attention at the different levels and deliver feedback on employee performance (Robbins, Judge & Campbell, 2010). In fulfilling employees' basic necessities, it is essential that employees receive adequate and accurate information concerning the organization, their roles to be accomplished and there must be immediate feedback about their performance (Greenberg & Baron, 2008). In view of the above, employees can be involved through organisational communication. However, information can be disseminated from the top management to employees to inform them about any changes in policy and keep them informed on any decision that has to do with their daily task. Morso, giving an employee the opportunity to contribute their quota through feedback makes them feel more important to the organisation which tends to enhance their commitment to work. Upward communication keeps managers on their toes in accomplishing their roles and also enlightens them of subordinates proposed actions. Thereby managers have the chance to understand their subordinate's feelings towards their work, colleagues, and the organisation at large. Consequently, communication facilitates productive and committed employees (Greenberg & Baron, 2008; Robbins, Judge & Campbell, 2010). Upward communication is deemed very essential to the success of an organization. The underestimation of upward communication can inhibit a company from achieving its goals and objectives. To this end, subordinate information can disrupt and strengthen the survival of any organisation (Tubbs & Moss, 2008).

➤ *Employee Commitment*

It is very essential for top management and public administrators to understand the best techniques in getting the best from their employees. Therefore, it is believed that employee commitment is majorly or specially determined by (Ali, Ali, Yousaf & Zia, 2010; Ajila & Awonusi, 2004). In the same vein, Akintayo (2010) opined that one of the reasons why commitment recently attracted research attention is that organization rely on committed employees to maintain competitive advantage and accomplish higher performance. To this end, committed employees are highly motivated and contribute their time and energy to the

attainment of organizational goals which are ever more recognized to be the fundamental asset of an organization (Hunjra, Ali, Chani, Khan & Rehman, 2010). Committed employees tend to provide the intellectual capital for organizations which becomes their most critical asset (Hunjra, Ali, Chani, Khan & Rehman, 2010). It is therefore important for organization to understand the future implications of boosting the commitment of their employees.

Employee commitment is defined by Akintayo (2010) as the degree to which the employee feels dedicated to their organization. Similarly, Ongori (2007) described employee commitment as an effective reaction to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Moreso, Zheng, (2010) describes employee commitment as simply employees' attitude to organization. However, the definition of employee commitment is broad in the sense that employees' attitude covers various components. Employee commitment seems to be a fundamental factor in achieving organizational success. In view of this, employees become creatively involved in the organisation's mission and values, and persistently think about ways of doing their jobs better. In essence, committed employees work tirelessly for the organization as if the organization belongs to them while employees with low levels of commitment are not driven with the main focus which is the mission of the organization but seems to be more concerned with their personal success than the success of the organization as a whole. Employees who are not committed also see themselves as outsiders and not as future asset to the organization. Therefore, such employee may consider any available attractive job elsewhere if found.

➤ *Theoretical Framework*

Ouchi (1981) Z theory will under pin this study because theory Z concentrated on increasing employee allegiance to the organisation through focusing on the employee welfare. According to Ouchi Theory Z, stable employment, high productivity, high employee morale, commitment and satisfaction tends to be promoted by the public health management. Therefore, involving employees on decision that has to do with their job will affect their sense of belongings and influence their productivity and commitment to work. Therefore, the framework established the relationship between communication as a modern dimension of job involvement and employee commitment.

III. METHODOLOGY

This study is conducted on public health workers in Ekiti State. This study employed a descriptive survey through administration of structured questionnaire to the public health workers in Ekiti State in order to to gather necessary information needed for this research. The study population constituted the entire employee of public health workers in Ekiti State. However, the entire general hospital in Ekiti State including Federal Teaching Hospital staff and Ekiti State University Teaching Hospital staff constituted

the study population. Medical Doctors, Nurses, Laboratory Staff, Record Staff, Pharmacist and the administrative staff constituted the target population due to their professionalism and education level to understand the far reaching impact of communication. Therefore, the

population of this study is four thousand, nine hundred and sixty (4, 960) as revealed by the Hospital Management Board Record and Directors of each Teaching Hospital in Ekiti State.

HOSPITAL	POPULATION
Ekiti State University Teaching Hospital. EKSUTH	1,221
Federal Teaching Hospital, Ido-Ekiti. FETHI	985
General Hospitals in Ekiti State	2,754
Total	4,960

Table 1:- Population Distribution

Source: Records from Teaching Hospital Directors and Hospital Management Board, 2019

The category of staff was conveniently selected. Hospitals in each local government were selected using homogeneous purposive sampling. Three Hundred and eighty one (381) respondents were sampled using Krejcie and Morgan sample size table. The measurement construct includes channel of communication, free expression and effectiveness and dependent variable (employee commitment) adapted from Otoo (2015). descriptive statistic including frequency tables was used to describe the demographic variables of the respondents while inferential statistic was employed to measure the explanatory variable (communication) on employee commitment through multiple regression analysis. Therefore, objective one will be achieved using multiple regression. The above functional notation is stated as:

$$Ec = \beta_0 + \beta_1Cnc + \beta_2Fex + \beta_3Eef+ \mu \dots\dots\dots(i)$$

β_0 = Constant
 $\beta_1- \beta_3$ = Intercept
 Cmt = Communication
 Cnc = Channel of Communication
 Fex = Free Expression
 Eef = Employee Effectiveness
 μ = Stochastic Error

IV. DISCUSSIONS

➤ *Respondents Demographic Characteristic*

For the purpose of this study, three hundred and eighty one 381 public health staff were sampled while three hundred and thirty eight 338 questionnaires were retrieved. Therefore, the data analysis will be based on the retrieved data.

Demographic	Frequency	%
Sex		
Male	159	47.0
Female	179	53.0
Total	338	100.0
Marital Status		
Single	115	34.0
Married	223	66.0
Total	338	100.0
Specialization		
Medical Doctor	104	30.8
Nurse	105	31.0
Pharmacist	55	16.3
Laboratory Technician	49	14.5
Administrative Staff	25	7.4
Total	338	100.0
Work Experience		
Below 10	144	42.6
11-20	119	35.2
21 Above	75	22.2
Total	338	100.0

Table 2:- Demographic Characteristic

Table 2 indicated that 159 (47%) of the surveyed distribution were male, while the female distribution was 179 (53.0%). This implied that female is more than the male counterpart which shows that female get involve in

public health sector than male counterpart. Considering the marital status distribution, 115 (34%) of the total respondents were single while 223 (66%) of the total respondents were married. The summary of response

gathered here shows that larger populations of respondents are married which implied that they are relatively mature, knowledgeable and responsible to get involve in public health decision. Considering the specialization distribution, it was shown that 104 (30.8%) of the respondents are Medical Doctors, 105 (31.1%) of the respondents Nurse, 55 (16.3%) of the respondents are Pharmacist, 49 (14.5%) of the respondents are Laboratory Technicians while 25 (7.4%) of the respondents are administrative staff thus implies that majority of the respondent are Nurse. Finally, It was also shown that 144 (42.6%) of the respondents were below 10 years of experience, 119 (35.2%) were within the

range of 11-20 years of experience while 75 (22.2%) respondents have above 21years of experience. This indicated that majority of the respondents have below 10 years of experience which implied that public health workers must have gathered enough experience needed to get involve in their daily job.

➤ Discussion of Findings

Communication will not significantly affect the employee commitment of Public Health Workers, in Ekiti State.

Model	R	R ²	Adj R ²	Beta	Standard Error	T value	Sig
	.617	.381	.375				
Constant				.880	.170	5.181	.000
Communication Channel				.469	.062	7.521	.000
Free Expression				-.311	.054	5.774	.000
Effectiveness				.523	.058	9.096	.000

Table 3:- Regression Results of Communication on Employee Commitment

Source: Data Output, (2019)

The regression table is an important table to give details on the effect of communication and employee commitment. The R (Regression Coefficient) gives a positive value of 0.617; this specified that communication strongly and positively affect on employee commitment. The R² is a portion of the total variation in the employee commitment that is clarified by the variation in communication constructs. Moreo, R² is equal to 0.381, this indicated that communication has moderate and positive linear effect on employee commitment, that is, it can only account for 38.1% employee commitment. The adjusted R² shows the actual contribution of variance of the communication to employee commitment, implying that the model can only account for 37.5% of communication among surveyed public health workers when all errors are corrected and adjustments are made. Three variables were used to measure communications which are: communication channel, free expression and effectiveness on employee commitment were subjected to regression analysis.

The beta co-efficient of communication channel give a positive value of .469 with t= 7.521 and P= .000. The result proved that communication channel positively affects employee commitment and found significant. This signifies that public health workers' reason for employee commitment is influenced by communication channel. However, the positivity of the values demonstrate that a good communication channel is put in place and that employees are kept informed regularly on the decision that has to do with organisation decision and employees respectively. The beta co-efficient of free expression gives a negative value of -.311 with t= -5.774 and P= .000. The values indicated that free expression negatively affect employee commitment but found significant and this denote that public health workers' reason for employee

commitment is not influenced by free expression. However, the negativity of the values signifies that employees are not encouraged or given opportunity to express their mind and concern in public health sector particularly in Ekiti State. In view of this, the absence of free expression will reduce the level of commitment among public health workers. The beta co-efficient of effectiveness gives a positive value of .523 with t= 9.096 and P= .000. The values demonstrate the positive level of effectiveness on employee commitment and found significant. This denotes that public health workers' reason for employee commitment is positively influenced by effectiveness. However, the positivity of the values demonstrate the communication structure in place and the medium of communication enhances employee effectiveness in Ekiti State public health. Hence, alternate hypotheses was accepted and rejected otherwise. The outcome of the study is aligned with the study of Otoo (2015), who focused on the effect of communication on employee performance at Ghana revenue authority, Kumasi. The study found that there is significant relationship between organisational communication and employees' performance indicators.

V. CONCLUSION

Haven found the implications of adopting communication in public health sector with major reference to Ekiti State as a study area, it was found that communication significantly affect employee commitment at the accepted level of significance. Therefore, the study concluded that an increase in communication will enhance employee commitment particularly among public health workers in Ekiti State, Nigeria.

VI. RECOMMENDATIONS

Consequent upon the findings, the study found communication positive and significant, therefore, it is recommended that management of public health should put in place effective communication strategy needed in carrying out daily work. Effective communication will help to reduce rift or conflict among different units and it will serve as a guide towards realization of the organisational set goals and objectives. Present study focused on public health workers in Ekiti State. Therefore, further study can focus on private health workers and other public parastatals in Ekiti State.

REFERENCES

- [1]. Ada, N., Alver, & A. Fatma, (2008). Örgütsel İletişimin Örgütsel Bağlılık Üzerine Etkisi: Manisa Organize Sanayi Bölgesinde Yer Alan ve Malat Sektörü Çalışanları Üzerinde Yapılan Bir Araştırma”, Ege Akademik Bakış. *Ege Academic Review*, 8(2), 487-518.
- [2]. Ajila, C., & Awonusi, A. (2004). Influence of rewards on workers performance in an organization. *Journal of Social Science*, 8(1), 7-12.
- [3]. Akintayo, D. I. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *Journal of Psychology and Counselling*. 2(1), 1-8.
- [4]. Ali, I., Rehman, K., Ali, S. I., Yousaf, J., & Zia, M. (2010). Corporate social responsibility influences, employee commitment and organizational performance. *African Journal of Business Management*, 4(12), 2796-2801.
- [5]. Altınöz, M. (2008). An overall approach to the communication of organizations in conventional and virtual offices. *Proceedings of World Academy of Science, Engineering and Technology*. 31.
- [6]. Asamu F. F. (2014). The impact of communication on workers' performance in selected organisations in Lagos State, Nigeria. *Journal of Humanities and Social Science*, 19(8), 75-82.
- [7]. Ayatse, F. A. (2005). Management information system: A global perspective. Makurdi: Oracle.
- [8]. Banerji, A., & Dayal, A. (2005). A study of communication in emergency situations in Hospitals, *Journal of Organizational Culture, Communications and Conflict*, 9(2), 35-45.
- [9]. Barrett, D. J. (2002). Change communication: Using strategic employee communication to facilitate major change. *Corporate Communications: An International Journal*, 7(4), 219-231.
- [10]. Buchanan, C., & Doyle, (1999). Organisation development and change: the legacy of the nineties. *Human Resource Management Journal*, 9(2), 20-37.
- [11]. Danish, R. Q., Shahid, A. U., slam, N., Afzal, M., & Ali, H. Y. (2015). Relationship between job performance, job involvement and career salience of employees in education sector of Pakistan. *American Journal of Educational Science*, 1(2), 19-23
- [12]. Dogan, S. (2005). Çalışan liskileri Yönetimi, Kare Yayınları, stanbul.
- [13]. Greenberg, J., & Baron R. A. (2008). *Behaviour in organisations*, (9th ed.): Upper Saddle River, NJ: Pearson Education.
- [14]. Guney, S., Diker, O., Guney, S., Ayranci, E., & Solmaz, H. (2012). Effects of organizational communication on work commitment: A case study on public agency in Ankara. *Business Management Dynamics*, 2(4), 18-29.
- [15]. Haiemann, T. (2011). *Oxford University Press*, New York, 142. Retrieved from <http://www.cultsock.ndirect.co.uk/>
- [16]. Hunjra, A. I., Ali, M. A., Chani, M. I., Khan, H., & Rehman, K. (2010). Employee voice and intent to leave: An empirical evidence of Pakistani Banking Sector. *African Journal of Business Management*, 4(14), 3056-3061.
- [17]. Ince, M., & Gül, H. (2011). The role of the organizational communication on employees perception of justice: A sample of Public Institution from Turkey. *European Journal of Social Sciences*, 21(1).
- [18]. Kasaya, M. A., & Munjuri, M. G. (2018). Effect of employee involvement on job performance in the medical research industry in Kenya. *International Journal of Economics, Commerce and Management*, 6(5), 826-847.
- [19]. Kearney, W. (1997). A proven receipt for success: The seven elements of World Class Manufacturing. *National Productivity Review* 16, 67-76.
- [20]. Keith, D. (2014). *Personnel management* (5thed) Japan McGraw Hill, 420-428.
- [21]. Krejcie, R, V & Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- [22]. Lindlof, T. R., & Taylor, B. C. (2011): *Qualitative Communication Research Methods*; Published by Sage Publications Inc.
- [23]. Lodahl, T. M., & Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49(1), 24–33.
- [24]. Myers, M. T., & Myers, G. E. (1982). *Managing by Communication: An Organizational Approach*. New York: McGraw-Hill Book Company.
- [25]. Nebo, C. S., Nwankwo, P. N., & Okonkwo, R. I. (2015). The role of effective communication on organizational performance: A study of Nnamdi Azikiwe University, Awka. *Review of Public Administration and Management*, 4(8), 131-148.
- [26]. Nehmeh, R. (2009). *What is organizational commitment, why should managers want it in their workforce and is there any cost effective way to secure it?*. SMC Working Paper, 5
- [27]. Nwibere, B. M. (2014). Interactive relationship between job involvement, job satisfaction, organisational citizenship behaviour, and organizational commitment in Nigerian

- Universities. *International Journal of Management and Sustainability*, 3(6), 321-340.
- [28]. Okoye, J. C. (2004). *Communication Effectiveness in Public and Private Organisation*. Enugu: HRV publishers.
- [29]. Ongori H. (2007). A Review of the Literature on Employee Turnover. *African Journal of Business Management*. 49-54.
- [30]. Otoo, F. (2015). *effect of communication on employee performance at Ghana Revenue Authority, Kumasi*. A thesis submitted to the Department of Marketing and Corporate Strategy of the Kwame Nkrumah University of Science and Technology.
- [31]. Ouchi, W. G. (1981). *Theory Z*. New York: Avon Books.
- [32]. Price, A. (2004). *Human Resource Management in a Business Context*, London, Thomson Learning.
- [33]. Price, J. L. (1997). Handbook of organizational measurement. *International Journal of Manpower* 18(4-6), 303-558.
- [34]. Robbins, S. P., Judge, T. A., & Campbell. T. T. (2010). *Organizational behaviour*. Essex, England: Pearson Education Limited.
- [35]. Rogers, E. M., & Rogers, R. A. (1976). *Communication in Organizations*. New York: Free Press.
- [36]. Sharma, A. (2016). Job involvement: attitudinal outcome of organizational structural factors. *European Journal of Training and Development Studies*, 3(4), 17-28.
- [37]. Trahant, B. (2008). Six communication secrets of top-performing organizations, *The Public Manager*, fall 68-75.
- [38]. Tubbs, S., & S. Moss. (2008). *Human Communication: Principles and Contexts*, (11th ed.): Boston, MA: McGraw-Hill Higher Education, cop.
- [39]. Welch M., & Jackson, P. R. (2007). Rethinking internal communication: a stakeholder approach”, *Corporate Communications. An International Journal*, 12(2), 177-198.
- [40]. Widjajani, R., Nimran, U., & Utami, H. N. (2017). The effect of Trust, Job Involvement, Organizational Commitment, Knowledge Sharing Behaviour to Employee Performance *International Journal of Business and Management Invention*, 6(11), 69-75.
- [41]. Zheng, W. (2010). New Development of Organizational Commitment: A Critical Review. *African Journal of Business Management*, 21(3) 12-20.