

INFLUENCE OF IMMEDIATE MANAGER'S COMMUNICATION STYLE ON EMPLOYEES' WORK COMMITMENT

**Eunice Angel P. Companero, Ariadna Noreen Lacorte, Jennica
Mae Velasquez, and Gerby R. Muya**

Bachelor of Arts in Communication

ABSTRACT

Organizational communication promotes motivation, it encourages employees how to improve their performance and gives instructions about the tasks that need to be done; it is also a source of information, it helps members to identify and assess alternative course of actions for decision-making process. Data for the study were collected through a modified questionnaire with population of 134 respondents. The result of this study reveals that there is no significant relationship, difference and influence between manager's communication style and employee's work commitment; the study also resulted that employees of Yazaki Torres Mfg. Inc. is more of having an affective type of commitment or having an affection for the job or organization. The assessed communication style of managers is activist. The study also recommended that the management should ensure that employees will have a strong sense of belongingness and emotional attachment to the job and organization.

Keywords: communication style, work commitment, organization

INTRODUCTION

It is important for people to communicate well. It can help people to understand other people's point of view and helps individual to be understood. Through communication, individuals can freely express and show their personal concerns and needs.

In an organization, communication is a very important aspect for them to be successful. Communication helps an organization in different ways; communication promotes motivation, it encourages employees how to improve their performance and gives instructions

about the tasks that need to be done; it is also a source of information, it helps members to identify and assess alternative course of actions for decision-making process; communication also helps in altering individual's attitudes, a well-informed employee have a better attitude compared to a less-informed employee, the use of different forms of written and oral communication such as organizational meetings, magazines, journals, helps in shaping employees' attitudes. Even the way managers' communicate with their subordinates can have an effect on their work commitment. Communication styles of managers can have a big impact on the employees' way of thinking.

Effective communication is very useful in an organization. Salacuse (2007) noted that in order for managers to have a good relationship toward its subordinates, they need to communicate effectively by observing their language, gestures and voice. According to Voon, Lo, Ngui, Ayob, (2011), a manager should take actions to enhance and improve the performance of employees by providing strong leadership, mentoring and proper communication styles. According to Pavitt (1999), when a leader became effective in terms of communicating their vision towards their employees, there is a possibility to win the confidence of the followers that may lead to communication satisfaction between the leader and follower. These different communication styles can have different interpretation depending on the person.

Employees' commitment is one aspect to measure the success of a managers' communication style towards its subordinates. According to Voon, Lo, Ngui, Ayob (2011), in order to increase the level of commitment of an employee, the satisfaction of an employee should also increase since job satisfaction affects the work commitment of an employee. High levels of workers' commitment/loyalty have been connected to an estimated 11% boost in productivity (Jacqueline and Milton Mayfield, 2011).

If an employee has a greater engagement with its job and organization, there is a large possibility that his/her job performance will excel and go to the extra mile. In connection to this, an engaged employees might commit to stay with their current organization. Vance, (2006).

The need of organizations for committed employees is now critical and very important due to recent shifts in the environment of businesses. (Mayfield & Mayfield, 2002). Since one aspect why employees stay to an organization is by the means of a good communication style of managers, it is important for managers to know the appropriate communication styles that should be used towards their subordinates.

Objectives

This study aims to determine the relationship between employees' commitment and their perception on managers' communication style

This research aims:

- 1.) To determine the level of work commitment of employees in the company in terms of:
 - a. Affective Commitment
 - b. Continuance Commitment
 - c. Normative Commitment
- 2.) To identify the managers' communication style as perceived by the employees
- 3.) To analyze if a significant relationship exist between the communication styles of managers and the work commitment of employees.
- 4.) To determine the significant difference in the commitment when they are grouped by manager's communication style
- 5.) To determine significant effect of communication style on work commitment.

METHODOLOGY

The researchers used descriptive research design it involves gathering data that explain events and then organizes, tabulates, illustrates the data collection. The researchers chose Laguna, particularly Yazaki-Torres Mgf. Inc in Brgy. Makiling Calamba area.

The respondents of the study are 134 employees from different departments of Yazaki-Torres Mgf. Inc. The sampling technique of the researchers were distributed to 30 employees of Yazaki-Torres to

pretest if the research instrument is credible and effective before proceeding to the data gathering.

The researchers used survey questionnaire as an instrument to evaluate the influence of immediate manager's communication style on employees' work commitment. The researchers modified the survey questionnaire from Meyer and Allen's model of Organizational Commitment: Measurement Issue. The researchers used strongly agree, agree, disagree and strong disagree instead of the given measuring tool of the instrument. This questionnaire is a standardized research instrument.

The researchers also modified the TP3 Communication Styles Questionnaire to determine the perception of employees towards managers' communication style. The researchers changed the questions in employees' point of view towards their managers' communication style. The negative statements were also changed into positive statements. The researchers messaged the author of the research instrument asking permission to use the questionnaire for accomplishing their requirement.

These researchers conducted a pre-test to measure the reliability of the questionnaire which garnered a cronbach alpha value of .927 which means that the research instrument adapted by the researchers is reliable. The researchers gathered data from different departments of Yazaki-Torres Mgf. Inc. in Brgy. Makiling, Calamba Laguna last October 6 to October 9, 2017.

To analyze the data gathered from the survey, the researchers will use the following statistical treatments: to determine the level of work commitment of employees in the company in terms of affective commitment, continuance commitment and normative commitment, the researchers used weighted mean as statistical data analysis. Frequency and percentage is used to analyze the manager's communication style in terms of affective commitment, continuance commitment, and normative commitment as perceived by the employees. To analyze if a significant relationship exists between the

communication styles of managers and the work commitment of employees, Pearson Chi-square is used by the researchers. To determine the significant difference in the commitment when they are grouped by manager's communication style, the researchers used Anova and for the last objective which is to determine significant effect of communication styles on work commitment, regression analysis was used.

RESULTS AND DISCUSSION

Employees' work commitment

The table 1 shows the different commitment of employees. The result from the research shows that among three kinds of commitment, affective commitment got the highest composite mean of 3.09 followed by normative commitment with the composite mean of 3.02 and lastly with the composite mean of 3.01 is the continuance commitment

Therefore, majority of the employees in Yazaki Torres mfg. inc., has an affective type of commitment. This type of commitment is defined as the employees' positive emotional attachment towards the organization. Meaning, majority of the employees in Yazaki Torres mfg. inc., stay because of their willingness to serve in their organization.

Table 1. Employees' work commitment

Work Commitment	Weighted Mean
Affective	3.09
Continuance	3.01
Normative	3.02

Distribution of respondents based on communication style

Table 2 shows that 83 out of 134 or 61.9% of the respondents are Activist while 27 respondents or 20.1% false under the communication style; Reflector, 14 or 10.4% of the respondents are Theorist and lastly, 10 or 7.5% of the respondents are Pragmatist.

Based on the results below, activist got the highest score which means majority of the managers in Yazaki-Torres mfg. inc. is activist. This type of person enjoys to be ruled by experiences. This type of communication style are more effective through brainstorming

Table 2: Distribution of respondents based on communication style

Communication Style	Frequency	Percentage
Activist	83	61.9
Reflector	27	20.1
Theorist	14	10.4
Pragmatist	10	7.5
Total	134	100

Relationship between communication styles and work commitment

Table 3 shows there is no significant relationship between the communication styles of managers and the work commitment of employees. To support the result below, according to Gopinath and Becker (2000), their study had concluded that the relationship between the satisfaction with communication and organizational commitment was not statistically significant. In Gopinath and Becker's study, they only have 144 employees. In connection with our study, the small number of the respondents can be an aspect why it resulted as not

significant. Both variables are independent, based on the result on table 2, it shows that activist got the highest frequency which means that majority of the employees in Yazaki Torres commit to the company by their own will and the communication styles of managers doesn't affect their commitment.

The result also showed that there is no significant relationship between communication styles of managers and normative commitment because employees' reason of staying is the feeling of there is a need in staying and that they are oblige to stay. Having a sense of obligation is the aspect affecting their commitment, meaning no matter what type of communication style the manager has it still doesn't affect their commitment because the feeling of there is a need is what makes them committed.

Table 3: Communication style vs. work commitment

	Pearson Chi-square value	p-value	Interpretation
Style vs Affective commitment	1.520	.678	Not Significant
Style vs Continuance commitment	12.242	.057	Not Significant
Style vs Normative commitment	3.243	.356	Not Significant

Comparative analysis of commitment among communication styles

Table 4 shows that there is no significant difference in the commitment when grouped by manager's communication style. In connection with the table 2 this proves that all variables in the study are all independent since they are not affecting each other. The table below shows that no communication style affects the commitment of the employee because majority of the employee of Yazaki Torres stay because of their own choice.

Table 4: commitment when grouped by manager's communication styles

Commitment	f-value	p-value	Interpretation
Affective	.497	.685	Not Significant
Continuance	.357	.784	Not Significant
Normative	1.075	.362	Not Significant

Influence of communication styles on work commitment

Also the communication styles of managers of Yazaki Torres has no significant effect on the commitment of employees ($F=1.539$, $P=.195$). This shows that there is no significant relationship, difference and effect between communication style of managers and employee's work commitment.

CONCLUSION AND RECOMMENDATIONS

The study explored the influence of manager's communication style towards the work commitment of employees' of Yazaki-Torres Mfg. Inc. It aimed to determine the level of work commitment of employees in terms of Affective Commitment, Continuance Commitment and Normative Commitment. It also identified the manager's communication style as perceived by the employees. And analyzed the significant relationship between the communication styles of managers and the work commitment of employees

The employees of Yazaki-Torres Mfg. Inc. is more of having an Affective type Commitment or having an affection for the job or organization. This means that the employees feel a strong emotional attachment towards its job and organization. The researchers conclude that the reason why employees are staying at the said company is because of their own choice and they are satisfied with their work and fitted to the company they are attending to.

Based on the results of the study, affective commitment is the dominant among employees of Yazaki Torres mfg. inc., therefore the researchers recommend that in order to make employees stay committed, it is important to make sure that they are happy and they have a strong affection with their organization. The management should also make sure that employees enjoy and are satisfied with their job and organization.

The researchers recommend the management to ensure that employees feel that they are part of the family of the organization. Ensuring that employees have a strong sense of belongingness and emotional attachment to the organization make them serve and work longer in the company. Employees will feel that they belong to the organization if their complaints or ideas are being heard. The management should give respect and time listening to the concerns of their employees, in exchange, employees will feel that they are part of the family of the organization and the management gives importance to them.

Though the results show no relationship and influence between the manager's communication style and employees work commitment, the researchers still recommend the managers to have a good communication style towards employees. In order to have a good communication, both parties should be given a chance to raise their concerns and listen to other party. Raising concerns and listening to each other can help them develop ideas and resolve problems.

The researchers highly recommend that future researchers may use this study as their reference to further determine factors affecting the commitment of employees towards managers' communication style. May also use this study as their reference to contribute to the body of knowledge.

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