

## Interplay of Management Communication Pattern and Organizational Commitment: Implication on Selected Research Institutes in Southwestern Nigeria

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### ABSTRACT

*The study examined the relationship between management communication patterns and organizational commitment in three selected research institutes in Southwestern Nigeria. Multi-stage random sampling technique was used to select 198 (15%) respondents from 1,344 employees from the three organizations. Structured questionnaires with a Cronbach Alpha coefficient of 0.79 was used to collect data on the socioeconomic characteristics of the respondents. Pearson Correlation, linear regression and analysis of variance were used to test the hypotheses. Results revealed that the trends of communication patterns in the study organizations were horizontal ( $x=3.87$ ) followed by upward ( $x=3.31$ ), downward ( $x=3.16$ ), and diagonal communication patterns ( $x=2.99$ ). The most constraints to the communication process were status difference ( $x=3.53$ ), poor listening skills ( $x=3.48$ ) and information overload ( $x=3.41$ ). Employees were normatively ( $x=3.43$ ) committed to the organization followed by continuance commitment ( $x=3.21$ ) and affective commitment ( $x=3.19$ ). In the tested hypotheses, the results of correlation analysis revealed a significant but negative relationship between family size ( $r=-0.20$ ,  $p<0.05$ ), the pattern of organizational communication ( $r=0.00$ ,  $p<0.05$ ); and employees' commitment to the organization. Analysis of Variance (ANOVA) revealed a significant difference ( $F=0.65$ ) in the pattern of communication operated in different institutes selected for this study, with the specific values of NIHORT ( $x=67.62$ ), FRIN ( $x=66.19$ ) and IAR&T ( $x=65.99$ ) respectively. It is concluded that patterns such as horizontal, upward, and downward communication in the study institutes have enhanced the commitment of the employees to their respective institutes. The organization is therefore recommended to improve on the diagonal pattern of communication to improve task-related and periodic report processes in various departments. Lastly, the organization should rectify constraints to the communication process like status differences, employees' poor listening skills, inadequate trust and information overload.*

**Keywords:** Communication pattern, constraints, organizational commitment, management communication

## **INTRODUCTION**

Communication is a very powerful tool of operation in any activity. It is mostly related to and needed in organizational areas of human life and activities. Therefore, there is no segment of private life or organizational work in which communication is not required. Communication describes concepts such as information or knowledge transfer, as well as concepts related to the exchange of feelings and creative ideas (Semren, 2017). Communication in the context of an organization means a process whereby members gather, send, and interpret relevant information about the activities in the organisation and the changes occurring within a given establishment. Through communication, the sender sends a message to the receiver verbally or non-verbally for desired feedback. However, it is not just a mere design of sending or imparting knowledge but should involve the understanding of the meaning and the intent by both the sender and the receiver. It is obvious that an idea without a successful transmission and correct understanding, no matter how great it is, is useless (Robbins, 2010).

The patterns of communication through which the entire process can take are; upward, downward, horizontal or lateral and diagonal communications (Greenberg & Baron, 2008). It is impossible to imagine an organisation devoid of vibrant and adequate patterns of communication making such an organisation's business processes a well-operated and executed activities. The communication process between employers and employees must therefore be continuously flowing and updated from time to time. Also, our personal and professional success often depends on how well we understand others and how well others understand us in the organizations. Communication tends to create the basis for creating awareness, consensus building, making informed decisions, resolving conflicts, and generating participation in processes of change and development. When addressing any development context, population issues, violence, food security, and use and conservation of natural resources, to name a few, it is a large-scale change in the way people live and work with each other that will make a difference (Fraser & Restrepo-Estrada, 1998). Communication thus, is related to success in organizations' performance, commitment and social (and environmental) Change. This is based on participation and empowerment. This is a distinct way of doing communications, and it is one of the few ways it can be sustained because it is largely because ownership of both the message and the medium – the content

and the process – resides with the individuals or communities affected (Gray-Felder & Deane, 1999). Therefore, there is no way one can separate communication from human organisations. Communication is a basic element in organisational structure and functioning; it is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organisation. In the commitment profile, employees' commitment can be defined as the degree to which the employee feels devoted to their organisation (Akintayo, 2010). Ongori (2007) described employee commitment as an effective response to the whole organisation and the degree of attachment or loyalty employees feel towards the organisation. Though a lot has been said about employees' communication and organizational performance in some institutions, much has not been said about its relationship with pattern and hence its effect on organizational commitment. It is against this background that this study is evolved to examine the interplay of organisational communication patterns and employee's commitment in the Forestry Research Institute of Nigeria (FRIN), National Institute of Horticultural Research, (NIHORT) and Institute of Agricultural Research and Training (IAR&T).

### **Hypotheses of the Study**

- H<sub>01</sub>: There is no significant relationship between the personal characteristics of the respondents and their commitment towards their organisation.
- H<sub>02</sub>: There is no significant relationship between the pattern of organisational communication and employee's job commitment.
- H<sub>03</sub>: There is no significant difference in the organisational communication pattern in the selected research institutes.

### **Methodology**

The study was conducted among the employees of the three selected research institutes in southwestern Nigeria. A multistage random procedure consisting of simple and proportionate stratified sampling technique was used to select varying proportions of respondents from different research Institutes. Out of 198 sampled respondents (15% of 1,344 population), 59 respondents were selected from IAR&T, 91 from NIHORT and 48 respondents from FRIN. A validated structured questionnaire by professionals from the Department of Agricultural Administration; and Agricultural Extension and Rural

Development was used to collect data from the sampled respondents. A reliability test was conducted using 20 respondents from another organization. A Cronbach-Alpha test of internal consistency was conducted with a Reliability Coefficient of 0.79. The socioeconomic characteristics of the respondents were measured on ordinal and nominal levels. The patterns of management communication were taken on a set of generated statements as suggested by Bouckenooghe, Devos & Broeck(2009) and measured on a Likert type of scale. Likewise, constraints to communication and organizational commitment were also measured on a Likert scale of level of severity and generated statement by Allen and Meyer (1990). The data collected were subjected to descriptive statistics such as frequency counts, percentages and mean scores. Inferential statistics such as Pearson Product Moment Correlation and Regression Analyses were employed to test the hypotheses set for the study to establish the relationship between the selected variables in the study.

**Table 1: Distribution of Respondents from the Study Institutes**

Institute	Department	Sampling Frame	Sample Size (15%)
IAR&T	Crop Production	187	28
	Agricultural Engineering and	145	21
	Environmental	71	10
	Biotechnology		<b>59</b>
NIHORT	Agricultural Research System and	340	51
	Extension		
	Human Resource Development	184	27
	Agricultural Administration	89	13
			<b>91</b>
FRIN	Forest Economics & Extension Services	112	16
	Administrative and Personnel	102	15
	Forest Conservation and Protection	114	17
			<b>48</b>
	<b>Total</b>	1344	198

## Results

### Socioeconomic Characteristics of the Respondents

Table 2 below indicates that the mean age of respondents was 42.5. The majority of the respondents (72.6%) were below 50 years of age, while 27.4% were between the ages of 51-60. In this trend, it is inferred that respondents are young and expected to be vibrant with their job preference and hence, commitment to their organizations. The result corroborates with Kahn et al; (2013) who expressed that young employees tend to have more sense of obligation and vibrantly manage communication and hence, committed to their organization. Further, the table indicates that the selected organizations had 64.5% male and 35.5% female, suggesting that the organizations had more male than female employees. The result agrees with Julie (2013) who opined that male employees enjoyed higher preference in agricultural establishments. Further, on the table, the majority (92.5%) were married while 56.5% had Msc degrees. This suggests that many of the employees were married individuals and well educated.

This affirms the position of Ayansina et al. (2020) that maturity and education enhance professional competency. Amangala(2013) attached higher qualifications to more responsibilities and high job commitment. Table 2 also depicts ₦165,346.17 as the mean income of the respondents with 79.0% earned ₦200,000 and below. Income is a strong incentive, therefore, an adequately paid staff is expected to be more loyal and committed to the organization. Again, the data showed that 76.3% have 2-5 members in their families and 39.8 had worked between 11- 20 years respectively. This indicates that the majority of the employees have a sizeable family size and are still young in the service; thus, they can serve the organization for more years provided their well-being is insured. The result on family size is supported by Adepoju and Obayelu (2013) who declared 5 and above as the reasonable and adequate size of a family for a civil employee. Adeniji (2010) also reported that the majority of workers in research institutes had less than 10 years of working experience. The variation may be responsible for recent recruitment in some Agricultural research institutes in Nigeria.

**Table 2: Frequency Distribution showing Respondents' Characteristics (n=186)**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>	$\bar{x}$	<b>S.D</b>
<b>Age of The Respondents</b>			42.5	9.0
≤30	19	10.2		
31-40	77	41.4		
41-50	39	21.0		
51-60	51	27.4		
<b>Sex</b>				
Male	120	64.5		
Female	66	35.5		
<b>Marital Status</b>				
Single	14	7.5		
Married	172	92.5		
<b>Religion</b>				
Christianity	135	72.6		
Islam	51	27.4		
<b>Educational Qualification</b>				
Secondary	4	2.2		
OND/NCE	4	2.2		
HND/BSC	55	29.6		
MSc	105	56.5		
PhD	18	9.7		
<b>Rank</b>				
Junior	20	10.8		
Senior	166	89.2		
<b>Monthly Salary</b>			₦165346.17	65935.46
≤₦100,000	46	24.7		
₦100,001-₦200,000	101	54.3		
₦200,001-₦300,000	39	21		
<b>Family Size</b>			4.8	1.2
2-5	142	76.3		
6-9	44	23.7		
<b>Work Experience</b>			14.5	7.4
≤10	71	38.2		
11-20	74	39.8		
21-30	41	22		

Source: Field Survey, (2021)

**Patterns of Organizational Communication**

Communication patterns are structures in which communication flows in an organization. It is used to provide a systematic way of sharing important

information from the bottom. Table 3 below shows the profile of organizational communication and how they were operationalized with the following indices: horizontal, upward, downward and diagonal communication.

**Horizontal Communication:** This refers to the transmission of information between people, departments and units within the same level in an organization in this study, horizontal communication had a mean of 3.87. It was rated high by respondents. This is premised by: colleagues offer to each other the required support when interacting ( $X=3.95, 0.76$ ), there is a good atmosphere between colleagues for work requiring communication/interaction ( $x=3.92, 1.02$ ); and the possibility of discussions of personal matters with colleagues if desired ( $x=3.88, 0.88$ ). This finding suggests good social support among employees. This finding is in connection with Robbins et al. (2010) who confirmed that this type of communication within an organization facilitates effective transmission of information and promotes synchronization among peers.

**Upward Communication:-** This involves the transmission of message from lower to higher levels of the organization. In this study, upward communication had a mean of 3.31; it was rated high by respondents. The respondents submitted that their superiors made them feel that the issue they presented were important ( $X=3.69, 0.87$ ). They also conceded that their superiors notified them before any changes that affected their jobs ( $X=3.68, 0.94$ ). Also, they indicated that they had the freedom to communicate job frustrations to superiors ( $X=3.29, 1.15$ ). They also feel that their ideas are flowing as they travel up the hierarchy of positions ( $X=3.28, 1.10$ ). These findings indicate that the management of the selected organizations was favourably disposed to information coming from the base. Robbins et al. (2010) support this idea as they declared that with upward communication, superiors get the chance to know the feelings of their subordinates about their work, colleagues, and the institution in general.

**Downward Communication:** - This refers to the transmission of information from upper levels to lower levels of the organization's hierarchy. In this study, downward communication had a grand mean of 3.15. This is premised by the respondents declaring that "my superior expresses his\her confidence in

ability to perform the job ( $X=3.4, 0.99$ );and “superior has willingness to tolerate argument and to give a fair hearing to all points of views ( $X=3.49, 1.16$ )”.Others are “Provision of the needed information to the employees by the top management ( $X=3.38, 1.13$ )” and “even though constructive criticism it is not always perceived in a positive sense by the management ( $X=3.10,1.09$ )”. This suggests that superior not only confident in the employees but also tolerate and give fair hearing and make provision for needed information. This is corroborated by Awadand Alhashemi (2012) who affirmed that when organizations have employees with these qualities, it enhances performance and high commitment.

**Diagonal Communication:** - This is a communication pattern that crosses both levels of functions or departments where staff members of different departments, irrespective of their reporting relationship, interact within an organization. As seen in Table 3, diagonal communication had a grand mean of 2.99. This finding is further corroborated by respondents declaring that there is a reduction in the managers’ communication workload ( $X=3.63, 1.01$ ) and a reduction in chances of misinterpretation ( $X=3.37, 1.19$ ). They also submitted that diagonal communication uses diverse jargon across functional departments ( $X=2.65, 0.94$ ) and the creation of egoistic issues ( $X=2.02, 1.03$ ). This is supported by Justyna and Wasiolek (2020) who declared that diagonal communication reduces workers' resistance to change, and develops a strong organizational culture based on accepted values thereby making employees committed to their organizations.



**Table 3: Distribution of Respondents according to Pattern of Communication**

<b>Pattern of Communication</b>	<b><math>\bar{x}</math></b>	<b>S.D</b>
<b>Horizontal communication</b>	<b>3.87</b>	
1.My colleagues offer me support when interacting	3.95	0.78
2.There’s a good atmosphere between colleagues for work-related communication/interaction	3.92	1.02
3.If I want I can discuss personal matters with my colleagues	3.88	0.88
4.I cannot but give honest feedback to my colleague	3.76	0.88
<b>Upward communication</b>	<b>3.31</b>	
5.My superior makes me feel that things I tell him/ her are really important	3.69	0.87
6.My superior notifies me in advance of changes that affect my job	3.68	0.94
7.I can communicate job frustrations to my superior	3.29	1.15
8.I feel my ideas are filtered as they travel up the hierarchy	3.28	1.10
9.I’m safe in communicating “bad news” to my superiors without fear of retaliation on his/ her part	3.20	1.09
10.I am afraid to speak to mind due to fear of reprisal	2.74	1.31
<b>Downward communication</b>	<b>3.15</b>	
11.My superior expresses his/her confidence in my ability to perform the job	3.49	0.99
12.My superior is willing to tolerate arguments and to give a fair hearing to all points of view	3.49	1.16
13.Top management is providing me with the kinds of information I want and need	3.38	1.13
14.Constructive criticism by the management is not always perceived in a positive sense	3.10	1.09
15.Managers are reluctant to hear the employees out, citing a lack of time	2.80	1.07
<b>Diagonal communication</b>	<b>2.99</b>	
<i>Communication in this organisation;</i>		

16. Reduces the manager's communication workload	3.63	1.01
17. Reduces the chances of misinterpretation	3.37	1.19
18. Use diverse jargon across functional depths	2.69	1.06
19. Sometimes leads to information overload	2.65	0.94
20. Creates ego issues such as ignoring feedback	2.62	1.03

Source: Field Surveys, (2021)

### Constraints to Organizational Communication

Constraints to organizational communication refer to anything capable of preventing or disabling the communicator to deliver the right message to the right person at the right time (Richmond *et al.*, 2009). This study inquired the factors that breakdown the communication process system in the organization. As shown in Table 4, responses from respondents revealed that status difference had the mean of 3.53, 1.54, while others are poor listening skills (X= 3.48, 1.19), inadequate trust(X= 3.45, 1.62), and information overload (X= 3.41, 1.52). Inadequate upward communication by the junior executive (X= 3.34, 1.48), differences in perception and new point (X= 3.29, 1.47) and individual bias and selectivity (X =3.29, 1.39) were the major constraints. The least was the physical barrier (X= 2.87, 1.54). However, the criterion of greater than 3.50 suggests extreme severity and less than 3.50 less severity. The major constraint was the status difference (X= 3.53, 1.54). This suggests that position and status affect the interpretation of the information. For instance, individuals with low education may have low esteem to carry information to their superior or carry only messages that the superior appreciates.

**Table 1: Table 4: Distribution of Constraints Affecting Organizational Communication**

1. Status difference	3.53	1.54
2. Poor listening skills among some organisation employees of individual employees	3.48	1.19
3. Inadequate trust among the staff of the organization	3.45	1.62
4. Information overload	3.41	1.52
5. Inadequate upward directed communication by junior executives	3.34	1.48

6. Differences in perception and viewpoint	3.29	1.47
7. Individual bias and selectivity	3.29	1.39
8. Poor feedback on corporate issues	3.23	1.45
9. Inadequate supervision and attention by the superiors	3.19	1.64
10. In most departments, there tend to be one or two people that hoard important information about organisation's operations	3.16	1.45
11. Poor retention	3.10	1.52
12. Distraction	3.05	1.50
13. Inappropriate selection of communication channel	3.05	1.55
14. Poor use of communication channels	3.04	1.51
15. There are too many "gatekeepers" in this organisation that hinder the flow of important information	3.01	1.49
16. Emotional barriers and taboo	2.91	1.52
17. Language difference (discrimination)	2.87	1.56
18. Physical barriers to communication process	2.87	1.54

Source: Field Survey, (2021)

Note: The criterion for constraints to organizational communication score stipulates that if the Mean of the statement is greater than 3.50, then it is extremely severe. If the Mean score is less than 3.50, then it is slightly severe.

### Employees' Commitment

Employees' commitment refers to individual participation or attachment to their organization. Table 5 presents the distribution of respondents according to their responses. The commitment profile was categorized into Normative (X= 3.43), Continuance (X= 3.21) and Affective (X= 3.19). Normative commitment (X= 3.43) was higher than the rest and was premised on attributes such as employees must be loyal to his/her organization (X= 4.22, 0.92), I feel a sense of moral obligation to remain in the organization (X= 4.03, 1.06) and that jumping around organizations is unethical (X= 3.50, 1.23). This suggests high commitment of employees due to moral obligation and a sense of loyalty. This is supported by the findings of Jaros *et al.* (2004) who reported that a feeling of obligation to a job enhances commitment. In continuance commitment which has a grand mean of 3.21, was mostly indicated by employees who noted that staying with an organization is a matter of necessity (X= 5.35, 1.03), it is costly to leave this organization (X= 3.37, 1.05) and there is no close alternative if

leave ( $X= 3.22, 1.18$ ). With this finding, it is argued that respondents are committed to their jobs due to conditioned attached and scarcity of alternatives. This finding is in line with Meyer et al. (2002) who posited that sense of belonging in an organization enhances the commitment of the employees. In Affective commitment ( $X= 3.19$ ), employees were happy to spend the rest of their carrier in the organization ( $X= 3.42, 1.03$ ), enjoying discussing their organization with other outsiders ( $X= 3.34, 1.29$ ) and feeling that the organization’s problem is their own ( $3.30, 1.11$ ). This shows a high emotional attachment to the organization. The findings corroborate with Meyer et al. (2002) who report that sense of belonging in an organization enhances the commitment of employees.

**Table 5: Distribution of Respondents according to their Commitment**

Statements	$\bar{x}$	S.D
<b>Normative Commitment</b>	<b>3.43</b>	
1. I do believe that a person must always be loyal to his or her organization	4.22	0.92
2. One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	4.03	1.06
3. Jumping from organisation to organisation does seem unethical to me	3.70	1.20
4. I was taught to believe in the value of remaining loyal to one organization	3.50	1.23
5. Things were better in the days when people stayed with one organisation for most of their careers	2.95	1.20
6. I do not think that wanting to be a company man’ or company woman’ is sensible anymore	2.84	1.08
7. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	2.79	1.30
<b>Continuance Commitment</b>	<b>3.21</b>	
8. Right now, staying with my organisation is a matter of necessity as much as desire	3.53	1.03
9. It would be too costly for me to leave my organization	3.37	1.05
10. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	3.22	1.18
11. It would be very hard for me to leave my organisation right now, even if I wanted to	3.20	1.31
12. I feel that I have too few options to consider leaving this organization	3.13	0.89
13. One of the major reasons I continue to work for this organisation is that	3.11	1.22

leaving would require considerable personal sacrifice (another organisation may not match the overall benefits I have here)

14. Too much in my life would be disrupted if I decided to leave this organisation now	2.92	1.26
<b>Affective Commitment</b>	<b>3.19</b>	
15. I feel a sense of belonging to my organization	3.75	0.94
16. I would be very happy to spend the rest of my career with this organization	3.42	1.03
17. I enjoy discussing my organisation with people outside	3.39	1.29
18. I feel as if this organisation's problems are my own	3.30	1.11
19. This organisation has a great deal of personal meaning to me	3.23	1.19
20. I do not feel emotionally attached to this organization	2.65	1.38
21. I feel like I am not part of the family at my organization	2.58	1.21

Source: Field Survey, (2021)

### Testing of Study Hypotheses

#### Relationship between Respondents’ Socioeconomic Characteristics and Organizational Commitment

A significant relationship between some socioeconomic characteristics of the employees and their commitment to the organization was tested with PPMC. Results in Table 6 revealed that there is a negative and significant relationship between family size ( $r = -0.20, p < 0.05$ ) and employees’ commitment to the organization. This suggests that the lower the family size, the higher their commitment to the organization. This finding corroborates the findings of Adepoju and Obayelu (2013) who declared that possession of high family commitment impedes job performance in Agricultural organizations.

**Table 6: Test of the Relationship between Socio-Economic Characteristics of Respondents and Employees’ Job Commitment using PPMC(n=186)**

Variables	R	p-Value	Decision
Age	-0.07	0.37	NS
Family size	-0.20	0.01	S
Monthly income	-0.08	0.28	NS
Work experience	0.04	0.55	NS

Source: Field Survey, (2021)

Note: p-Value is significant at 0.05 level (2-tailed)

NS: Not Significant

S: Significant

**Relationship between Pattern of Organizational Communication and Employees' Job Commitment**

A test of relationship was sought between the pattern of organizational communication and employees' commitment. As seen in Table 7. The result of PPMC revealed a significant relationship between the pattern of organizational communication and employees' commitment ( $P= 0.00p<0.5$ ) in the organization. This finding shows that the pattern of communication in the organization is an impetus to the commitment of employees. Further, on this, the result of multiple regression also revealed that horizontal ( $r=0.01p<0.05$ ) downward ( $r=0.00p<0.05$ ) and upward ( $r=0.00p<0.005$ ) communication explain 63% of the employees' job commitment. This implies that horizontal, downward, and upward communication influence employees' job commitment positively in the selected institutes. This result is in support of Brunetto *et al.*, (2012), that fostering an adequate horizontal, downward and upward flow of communication in any organization would influence a high level of employees' commitment and further comfort them in their workplace.

**Table 7a: Test of Relationship between Pattern of Organizational Communication Process and Employees' Job Commitment using PPMC**

Variable	R	p-Value	Decision
Relationship between the pattern of organizational communication process and employees' job commitment	0.74	0.00	S

Source: Field Survey, (2021)

Note: p-Value is significant at 0.05 level (2-tailed)

S: Significant

**Table 7b: Summary of Regression Analysis Showing Relative Contribution of Upward,Downward, Horizontal and Diagonal Communication on Employees’ Job Commitment**

Model	B	Std. Error	T	p-Value	Decision
(Constant)	14.357	3.68	3.91	0.00	
Upward communication	0.51	0.13	9.89***	0.00	S
Downward communication	0.35	0.19	6.29***	0.00	S
Horizontal communication	0.14	0.21	2.56***	0.01	S
Diagonal communication	0.03	0.14	0.53***	0.60	NS
R	0.79				
R <sup>2</sup>	0.63				

Source: Field Survey, (2021)

Note: p-Value is significant at 0.05 level (2-tailed)

**Test of Difference in Pattern of Organizational Communication Pattern across the Selected Agricultural Research Institutes**

In the quest to establish the differences in the patterns of communication used across the selected research institutes, analysis of variance (ANOVA) was utilized. As revealed in Table 8, the value of F=0.65 and mean scores of 67.62 in NIHORT, 66.19 in FRIN and 65.99 in IAR&T respectively affirmed no significant difference in the pattern of communication across the selected institutes. This finding is in line with Papa et al., (2008), who submitted that irrespective of the pattern of communication used, it must be classical and scientific enough to control and coordinate the activities of the organization.

**Table 8a: Test of Difference in Pattern of Organizational Communication Process Across the Selected Institutions**

	Sum of Squares	Df	Mean Square	F	Sig.	Decision
Between Groups	101.65	2	50.82	0.65	0.52	Not Significant
Within Groups	14220.48	183	77.71			
<b>Total</b>	<b>14322.13</b>	<b>185</b>				

Source: Field survey, (2021)

NS: Not Significant

**Table 8b: Difference in Pattern of Organizational Communication Process in Terms of Rank**

<b>Institution</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>Standard error</b>
NIHORT	65	67.62	7.35	0.91
FRIN	53	66.19	12.52	1.72
IAR&T	68	65.99	6.23	0.76
<b>Total</b>	<b>186</b>	<b>66.61</b>	<b>8.80</b>	<b>0.65</b>

*Source: Field survey, (2021)*

**Conclusions**

It is clear in this study that in this intensive age, ineffective communication can cause many problems that can affect the relationship, productivity, job satisfaction and morale in business organizations. However, to be successful in our organization, we need to be honest participants, active listeners, ensure effective and successful communication, and mutual satisfaction. In this study, the broad objective is to assess the implication of management communication on employees’ commitment in the three selected agricultural research institutes in Southwestern Nigeria. The procedure involved was outlined in the study. It is clear that employees were more normatively committed followed by continuance and affective accordingly. The organization is recommended to improve on the diagonal pattern of communication which was the least embraced by the respondents. This will improve the task-related processes, periodic reports concerning departments, and individuals. Efforts should as well be geared towards the rectification of certain communication barriers such as status differences, causes of poor listening skill, inadequate trust and information overload among others.



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