

## ISLAMIC ETHICS AND EFFECTIVE SOURCES OF INFORMATION IN ORGANIZATION

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### ABSTRACT

*Every growing organization will faces the problem of making substantial international varieties. The required change may be local or wide-spread which may consist of work reorganization or the redefinition of executive and administrative functions. This research is in qualitative form which focuses on change at the workplace through Islamic ethics in communication to investigate effective change communication in the workplace by utilizing goal setting theory. The main objectives of the research are to identify Islamic ethics in communication used in Global Institute of Studies (GIS) and to investigate the most effective sources of information about change communication in GIS. The results showed that there are five main Islamic ethics in communication practiced in the organization which are sincerity and truthfulness, to practice what one preaches, gentleness, a gradual approach to objective and address people with what is suited for them. Leaders was higher in mean score among others sources of in formations. In general, the analysis showed that Islamic system of ethics in communication can be implemented in any organization and the most effective sources of information in GIS were from the leaders through communication medium.*

*Keywords: Islamic, ethics, information, organization.*

### 1.0 Introduction

Communication is very important for most administration in order to achieve success. Communication is much more important as it one of the element to brand changes effective. However, a trouble for much modern formation is that the changes are not always communicated effectively. Ineffective communicating in organizational change reported negative effect how an organization functions. For example, the change is not effective communicating can lead to resistance to change rumors and encourage exaggeration of the negative view associated with the change and also to act as an influence negative overall corporate cultivation.

Public relations in Islam revolve around the individual and the community. It seeks to build up individuals and communities – Umma – within the principles and teachings of Islam. Communication and public relations are practices intended to achieve the interests of all. These tools should be used within the context of the morals and the ethics of the Islamic society. Public relations in Islam are the task and responsibility of every Muslim in the Umma: it has a holistic and macro approach with the intention to build the Islamic Umma on the principles and the teachings of Islam.

Although the greatness of communication for successful organizational change, how scholar and practicing conceptualize effective communication has gotten limited care in the literature. Moreover, because most of the communication process affects all look of change from the vision presented to communication recitation related to new tasks, previous effort to pot with the change effective communication tend to focal point on some aspects of the changes. For example, the communication changes have been described in terms of radical, arithmetic mean and efficiency characteristics or dimension of the change process and how to manage the change process.

While competing conceptualization of what constitutes effective communication of changes exists, the framework for this paper is the work on exercise set end. The idea of goal-scope suggests that organizations operate unsystematically. Instead, organizations have different goal both specified and unspecified tip operation, especially when undergoing change. The purpose of which is to act towards a desired outcome directed. As suggested by Elving (2005), communication in the process of organizational changes has limited empirical attention from communication researchers. This study then organized around the study of relevant lit, the rationale for the probe, research methods, resolution and discussion of the findings.

### **1.1 Background of Study**

Preparing employee for alteration should be viewed well beyond the announcement. When a loss leader intended to introduce modification, the provision cognitive operation should involve input from the work force on the best resourcefulness. Change has negative connotations for many mass. People resist variety d for various reasons, but they usually can categorize under one header fear. Therefore, leader should give documentation to the employee for even the most drastic restructuring. Introducing the variety involves more than the initial results. In edict to introduce change, communicating it to faculty and manage the after-upshot have all be part of the unconscious outgrowth.

In order to prepare employees to change must be seen well beyond the announcement. When a leader plan to introduce changes, the planning process should involve input from the men on how best to implement the change. Leader will find them to be far more committed changes if they see that their percept has considered and with a sense of 'ownership' of ideas and concepts, they will embracement change with surface arms.

The key is to put the decision as procession instead of change. This way, employees will focus on the positive part of the process. Employee also needs to understand the bigger picture of the change that going to be implement. A leader should be not being afraid to discuss with employees on how to make that decision to change and to invite input and feedback. Each employee will react differently and changes during the process, it is important to provide support and training to facilitate the change.

Open communication is also important at every level and giving employee 's timelines and expected termination will keep everyone pulling in the same direction such as consulting with them in decision fashioning , discuss with the employee the reasons for the modification , asks feedback on the proposed changes, explain the role of all people in the change process, involve employees in strategy implementation, develop specific action implementation timeline, determine the precedence legal action , provide

training on new systems or procedures, reviewing the procession of change, maintain communication.

## **1.2 Statement of Problem**

Due to potential validity issues with previous organizational communicating audit enquiry, a multi-method acting field was devised to investigate and construct a new measure for effective modification communication in the work. Every growing organization will faces the problem of making substantial international variety. The required change may be local or wide-spread which may consist of work reorganization or the redefinition of executive and administrative function.

As a general, such changes are painful and are usually dreaded as much as those who feel it necessary to beginner them as by those who will find it necessary to adjust them. Therefore, this study will look deeper into the change at the workplace through communication to investigate effective change communication in the workplace by utilizing goal setting theory and also identifying Islamic ethics in communication used in Global Institute of Studies (GIS) in their evaluation and percept of change communication from different communication sources.

## **1.3 Research Objectives**

- i. To identify Islamic ethics in communication used in Global Institute of Studies (GIS)
- ii. To investigate the most effective sources of information about change communication in Global Institute of Studies (GIS)

## **1.4 Research Questions**

- i. To identify Islamic ethics in communication used in Global Institute of Studies (GIS)
- ii. What is the most effective sources of information about change communication in Global Institute of Studies (GIS)?

## **1.5 Limitation of Study**

There are a few limitations in this survey. First, the determination of the work was limited as the researcher took the responder from only one administration. Second, the findings of the report were not applicable for the other organization with different work environment. Third, the findings of the study were solely based on the goal -setting hypothesis which stated in the questionnaire. Fourth, the study should have been done in the organization so that it will be easier for the researcher to generalize the study in Malaysian context.

## **LITERATURE REVIEW**

### **2.0 Introduction**

This chapter elaborated about research review being done by previous researchers. The researchers use several studies conducted by previous researchers related to effective change communication.

## 2.1 Goal Setting Theory

Fred C. Lunenburg (2011), effective performance happened when the goals are specific, challenging, and are used to evaluate performance. Basically, there is linkage between feedback and results, towards creating commitment and acceptance. Generally, managers view goal setting as a means to improve and sustain performance (DuBrin, 2012). Tammemagi, T., O'Hora, D., & Maglieri, K. A. (2013), the effect of goal setting on work performances showed greater performance increases when it were reliably observed during the high goal condition (unattainable goal) than during the low goal condition (attainable goal). In addition, Thorgren, S., & Wincent, J. (2013) mentioned that when goal-setting speed became the mediator in the relationship between passion and degree of goal challenge, both harmonious passion and obsessive passion was proven to provide negative influence to the ability of developing challenging goals. Furthermore they only increase the tendency to rush into the process of goal-setting. Brusso, R. C., & Orvis, K. A. (2013), goal-setting theory suggests that when moderately difficult goals produce goal-performance inconsistencies, it surprisingly enhanced performance. Nevertheless, goal-performance inconsistencies are not universally beneficial. Therefore, by providing trainees with simple goal-setting advisement, it can facilitate into the formation of realistic goal-setting.

## 2.2 Islamic Ethics in Organization.

There are numerous materials on morals in the Holy Quran and the verses of the Prophet Muhammad (pbuh), Islamic law and supernatural quality. Logic centers around human reason and encounters. Islam introduces its moral lessons by immediate or circuitous disclosure. The comparable word for morals in Islam is Akhlaq, and this is deciphered as ethical quality. In Islamic idea, the fundamental component is information of ethical quality (*ilm-ul-Akhlaq*), i.e. what we could call the "science of ethics" (Siddiqui, 1997).

In the Qur'an, we find several terms to depict the ideas of morals, for example, khayr (goodness), maslaha (open intrigue), birr (uprightness), qist (value), 'adl (balance and equity), haqq (truth and right), ma'ruf (known, endorsed), nahi anil munkar (shirking of awful and destructive things), and taqwa (devotion). Morals in Islamic theory is a shockingly uncontroversial territory, since most scholars conceded to the general standards of morals (Oxford Companion to Philosophy).

Islam introduces an entire code of life featuring on moral qualities. The rules for individual life, family, society, governmental issues, financial aspects, legal and every single other part of current life are brimming with moral lessons. 'The Qur'an commands to do good and forbids evil. Honesty, trust, fair dealing, justice, and loyalty to promise are obligatory and lying, unfaithfulness, and breaking of contracts are forbidden. Islam provides an equitable balance between the good of the community and the good of the people' (Abdallah, 2010).

## 1.3 The great communicator; Prophet Muhammad

The accompanying verses demonstrate the all inclusive normal for Islam. The prophet is requested to uncover the book to the number of inhabitants in Al Quran and whatever remains of the world and to give greetings and reprobation. Muhammad is sent to pass on the message and to exhort the adherents on the best way to manage their day by day

experiences and issues. Spreading Islam on a widespread premise implies a considerable measure of correspondence and advertising work in view of knowing the book and knowing the general population who should receive it.

وَمَا أَرْسَلْنَاكَ إِلَّا كَافَّةً لِّلنَّاسِ بَشِيرًا وَنَذِيرًا وَلَٰكِنَّ أَكْثَرَ النَّاسِ لَا  
 يَعْلَمُونَ ﴿٢٨﴾

“We have not sent thee but as a universal (messenger) to men, giving them glad tidings, and warning them (against sin), but most men understand not.” (Saba: 28)

Allah's disclosure was coordinated to all humanity, to whom, in the event that they swing to Allah, it is a message of the happy news of his benevolence and on the off chance that they don't swing to him, it is a notice against transgression and the unavoidable discipline. Through the accompanying verse Allah passes on to Muhammad a mission confronting numerous adversaries and perils, however he needs to go ahead to announce the message and satisfy the mission, confiding in Allah for security and unconcerned if individuals who had lost all feeling of right rejected it or undermined him. The prophet is called here, through worldwide correspondence with pioneers and rulers, to spread the message all through the world and not just in a particular place on earth. Through his sidekicks and missions, the prophet set up channels of correspondence with different countries and kingdoms to pass on also, disperse the message. His dealings with lords, dignitaries, assignments and later on explorers were described by regard, unobtrusiveness and agreement.

﴿يَأْتِيهَا الرُّسُولُ﴾ مَا بَلَغَ مَا أُنزِلَ إِلَيْكَ مِنْ رَبِّكَ وَإِنْ لَّمْ تَفْعَلْ فَمَا بَلَغْتَ  
 رِسَالَتَهُ وَاللَّهُ يَعْصِمُكَ مِنَ النَّاسِ إِنَّ اللَّهَ لَا يَهْدِي الْقَوْمَ الْكَافِرِينَ ﴿٦٧﴾

“O messenger proclaim the (message) which hath been sent to thee from thy Lord. If thou didst not, thou wouldst not have fulfilled and proclaimed His mission. And Allah will defend thee from men (who mean mischief). For Allah guideth not those who reject faith.” (Al maidah: 67)

Muhammad's central goal comprised of passing on the book which is a clarification, a guide, a kindness and a gospel for all humanity. Islam is a lifestyle legitimate for all circumstances, all countries and all people groups on the planet. Islam isn't confined to specific individuals or a specific country; it is proposed to all humanity.

وَيَوْمَ نَبْعَثُ فِي كُلِّ أُمَّةٍ شَهِيدًا عَلَيْهِمْ مِنْ أَنفُسِهِمْ وَجِئْنَا بِكَ شَهِيدًا  
 عَلَىٰ هَٰؤُلَاءِ وَنَزَّلْنَا عَلَيْكَ الْكِتَابَ تَبْيِينًا لِّكُلِّ شَيْءٍ وَهُدًى وَرَحْمَةً  
 وَبُشْرَىٰ لِّلْمُسْلِمِينَ ﴿٨٩﴾

“One day we shall raise from all peoples a witness against them, from amongst themselves. And we shall bring thee as a witness against these (thy people): and we have sent down to thee a book explaining all things, a guide, a mercy, and glad tidings to Muslims.” (Al Nahl: 89)

Journey is another part of correspondence; it is a universal meeting where each Muslim on the planet can go to and play out the fifth mainstay of Islam. Amid Hajj at the season of Prophet Muhammad, numerous experiences happened between remote explorers and the prophet giving ways and gatherings to talks. Friday lecturing is another part of correspondence in Islam dedicated to the understanding of the religion in the light of the issues and issues experienced by Muslims throughout their life. Prophet Muhammad utilized additionally missions to impart and spread Islam through sending his colleagues to different countries and human advancements. He utilized additionally to get remote designations and persuade them to grasp The Islamic foundations of present day advertising and corporate social duty. Islam as a religion of equity, peace and amicability. Intercultural correspondence or correspondence between human advancement was another strategy for correspondence utilized as a part of Prophet Muhammad's period.

Sunnah or Hadith is the second source from which the lessons of Islam are drawn. Hadith truly implies a platitude passed on to man. Hadith implies colloquialisms of the Prophet, his activity or routine with regards to his quiet endorsement of the activity or practice. Hadith and Sunnah are utilized reciprocally, yet now and then these are utilized for various implications.

### **2.3 Effective Change Communication in Organizational**

Paul Knott, (2008), managers use tools as a source of inspiration as much as for communication or for facilitating initiatives. Michael Stanleigh, (2008), change initiatives tend to fail because of two reasons; first, management did not engage the employees into the process towards change and second, management do not provide ample time for the changes to have the cooling period. It is important to implement change in a series of phases that will engage employees and to allow sufficient length of time for each phase to become institutionalized within the organization. Emanuele (2012), the root for change management processes lies on the effective strategic employee communication.

Barrett (2002) claimed it is important to provide and creates the sense of community and develops the sense of belonging among the organization members (Elving, 2005). Strategic communication give room for management to reassure the stakeholders regarding changes made wither due to innovation, supplying adequate information, or listening to what happens in the organizational context (Zerfass and Huck, 2007).Karen S. Whelan-Berry (2013), further work could explore gender dynamics in more detail and for a variety of change management issues in terms of employee diversity, change drivers and change management because differences may exist based on other aspects of diverse.

## **METHODOLOGY**

### **3.1 Introduction**

This chapter discussed about the research design, the selection of sample and population, and the instrumentation used to achieve the goals set for the study. This

research is to identify perception of effective supervisory communication with the overall perception of effective change communication in Global Institute of Studies (GIS).

### **3.2 Research Framework**

The purpose of this study is to examine the effective change communication in workplace. Thus questionnaire was used to collect the data to garner insight of workplace at Global Institute of Studies (GIS). The questionnaire was adapted from the research done by Amy Lynn Harp, Effective Change Communication in the Workplace. The questionnaire was modified to suit the context and the objectives of this study. The variable for this study is the effective change communication in Global Institute of Studies (GIS).

### **3.3 Research Design**

This study is quantitative in nature using descriptive and correlation method. The descriptive method is used to determine the most effective sources of information about change in Global Institute of Studies (GIS) which included supervisors, fellow employees, sector to sector, intranet or grapevine (gossip/ rumours). The correlation is used to measure the relationship between gender and change communication, gender and supervising communication, and to examine the relationship between effective supervisory communications with the overall effective change communication at Global Institute of Studies (GIS).

### **3.4 Population and Sample.**

The research population for this study was Global Institute of Studies (GIS), Negeri Sembilan. Based on the total employees of Global Institute of Studies (GIS), the questionnaire was distributed to 45 respondents using random sampling. 34 questionnaires were returned but only 33 were completely answered. The questionnaires returned represented 75.6% response rate.

### **3.5 Instrumentation**

This study uses questionnaire as a medium to obtain the data needed. The questionnaire will be attached in the appendix. There were four sections in the questionnaire which consisted of Section A: Demographic data; Section B: Communicating change; Section C: Sources of information about change and Section D: Supervisory Communication. A five point Likert scale was used to assess respondents' answers with 1 representing 'Strongly Disagree', 2 represent 'Disagree', 3 represent 'Almost Satisfied', 4 represent 'Agree' and 5 represent 'Strongly Agree'. There were 32 items in the instrument used.

### **3.6 Data Analysis Procedure**

The data of the study was analyzed using 'Statistical Package for Social Science' software or SPSS version 20. The analysis of demographic data is inclusive of gender which was analyzed using descriptive analysis. Correlation was used to answer research question 2 and 3.

## DATA NALAYSIS

### 4.0 Data Analysis

The findings gathered from the analyses were reported in data analysis. The analysis was performed based on the objectives of the study.

#### 4.1 Demographic Data

The staff in the Global Institute of Studies (GIS) has been choose as respondents in this study, a total of 45 questionnaire was distributed in Global Institute of Studies (GIS), but only 34 questionnaires returned. However, only 33 questionnaires were completely answered and can be used to be analyzed indicated 75.6% response rate as showed in Table 4.1 below.

**Table 4.1 Number of Distributed, Returned and Usable Questionnaire**

Organization	Numbers of Distributed Questionnaire	Numbers of Returned Questionnaire	Numbers of Useable Questionnaire	Response Rate (%)
Global Institute of Studies (GIS)	45	34	33	75.6%
Total	45	34	33	75.6%

The demographic data involved attaining data on gender only. The data had been asked in section A in questionnaire. From the factors of gender in Global Institute of Studies (GIS), it showed that there was 14 male respondents (42.4%) and 19 female respondents (57.6%) and the total of respondents involved in this study was 33 staffs as showed in the Table 4.2.

**Table 4.2 Distributions of Gender**

	Frequency	Percent
Male	14	42.4
Female	19	57.6
Total	33	100.0

#### 4.2 To Identify Islamic ethics in communication used in Global Institute of Studies (GIS)

There was never a prophet who was not an evangelist and instructor. Every one of them lectured a similar message: "Love Allah, you have no other god however Him". They all called to their people saying: "I don't look for any reward from you for this work". There are five ways to deal with the Islamic call that mirror a huge correspondence and advertising work:

**First:** sincerity and truthfulness with Allah and to seek his favour. Allah says:

وَمَا أُمِرُوا إِلَّا لِيَعْبُدُوا اللَّهَ مُخْلِصِينَ لَهُ الدِّينَ حُنَفَاءَ وَيُقِيمُوا الصَّلَاةَ  
وَيُؤْتُوا الزَّكَاةَ وَذَلِكَ دِينُ الْقَيِّمَةِ ﴿٥﴾

“And withal, they were not enjoined aught but that they should worship God, sincere in their faith to Him alone” (Al Bayyinah: 5).

The sacred prophet (PBUH) anticipated that the first with whom the fire of hellfire will be lit are three; among them a researcher who procured information so individuals would state he is found out. What's more, it was for sure said of him.

**Second:** to practice what one preaches. Actually it is a shame and disgrace that a person's actions contradict his words. Allah derides such people in His Quran:

﴿ أَتَأْمُرُونَ النَّاسَ بِالْبِرِّ وَتَنْسَوْنَ أَنْفُسَكُمْ وَأَنْتُمْ تَتْلُونَ الْكِتَابَ أَفَلَا تَعْقِلُونَ ﴾ ﴿٤٤﴾

“Do you bid other people to be pious, the while you forget your own selves – and yet you recite the divine writ? Will you not, then, use your reason?” (Al Baqarah: 44).

**Third:** gentleness in presenting the message. Allah advised Moses and Aaron to adopt this measure with Pharaoh, the greatest tyrant of his time:

﴿ فَقُولَا لَهُ وَقَوْلَا لِيئِنَّا لَعَلَّهُ يَتَذَكَّرُ أَوْ يَخْشَى ﴾ ﴿٤٤﴾

“But speak unto him in a mild manner, so that he might bethink himself or [at least] be filled with apprehension” (Taha: 44). Hence it was on this basis the prophet (PBUH) declared: “Make matters easy and do not make them difficult. Give glad tidings and do not drive people away”.

**Fourth:** a gradual approach to propagation. Prophet Muhammad (PBUH) started his mission by beginning with the most important matters; then followed them up in order of priority. This was clearly demonstrated in the advice he gave to Mu'adh before he sent him to Yemen.

“You will come upon a People of the Book (Jews and Christians), the first thing you should invite them to is to bear witness that there is no God save Allah and that I am the Messenger of Allah. If they respond positively to this, then inform them that Allah had ordained for them five prayers each day and night”.

**Fifth:** address each with what is suited for them and their needs. There is an extraordinary way to deal with the general population of the urban areas and another way to deal with the villagers. Thus, there is an uncommon way to deal with the Bedouin. The scholarly has his position and the insensible has his position. In this way,

there is a style for the pugnacious and a completely extraordinary one for the meek. “And whoever is granted wisdom has indeed been granted wealth abundant”.

In terms of perfection of qualities, the prophet, (PBUH) had a smiling face that made him loveable to the general population who submitted to him and tailed him. He was additionally savvy, recognizing and understanding. Serious preliminaries used to make him more grounded. He was the most unengaged in the common delights. He was the case of humility. He was benevolent to all, he used to stroll in the business sectors and sit on earth. He was recognized from his Companions just with modesty and quietness. One of the prophet's most respectable traits was his outrageous resistance. The Arabs indicated him disdain and ill will yet that made him kinder and more lenient.

### 4.3 To Investigate The Most Effective Sources Of Information About Change Communication In Global Institute of Studies (GIS).

To investigate the most effective sources of information about change communication in Global Institute of Studies (GIS), the descriptive statistic used to find the mean score and the standard deviation of five sources of in formations which were supervisors, fellow employees, sector to sector, intranet and the grapevine ( gossip/ rumors). Based on the table, supervisor showed the mean score (M: 3.24, SD: 1.00), fellow employees (M: 2.67, SD: .89), sector to sector (M: 2.73, SD: .84), intranet (M: 3.03, SD: .68) and the grapevine ( gossip/ rumors) (M: 3.10, SD: 1.04). From the mean score indicated by each sources of in formations, it revealed that supervisors was higher in mean score among others sources of in formations, followed by the grapevine ( gossip/ rumors), intranet, sector to sector and lower in mean score was from fellow employees.

**Table 4.3 Descriptive Statistic of sources of information**

	N	Mean	Std. Deviation
Supervisors	33	3.24	1.00
Fellow Employees	33	2.67	.89
Sector to sector	33	2.73	.84
Intranet	33	3.03	.68
The Grapevine ( gossip/ rumors)	33	3.10	1.04

## CONCLUSION

### 5.0 Introduction

This chapter presented the summary of the study, conclusion, implication and recommendations for any organization. The results showed that there are five main Islamic ethics in communication practiced in the organization which are sincerity and truthfulness, to practice what one preaches, gentleness, a gradual approach to objective and address people with what is suited for them. Leaders was higher in mean score among others sources of in formations. Basically, the most effective sources of information in Global Institute of Studies (GIS) were the information from the supervisors. It was found out that both supervising communication and communication change have no significant different with the gender of the respondents. Besides that,

there was also a moderate and positive significant correlation between communication and supervising communication in Global Institute of Studies (GIS).

### **5.1 Summary of the Study**

The underlying principle for selecting each of the variables was based on related literature and analysis. Therefore, the most effective sources of information about change communication were investigated. Demographic characteristic such as gender was also included in the data analysis. Questionnaire was used to collect data. The questionnaire consisted of four sections that are Section A (Demographic Data), Section B (Sources of information about change), Section C () and Section D (Supervisory communication). To examine the suitability and clarity of the instruments, preliminary studies were performed earlier before the research conducted. Local content validity was established by a group of employees from the same organization as a means to enhance the usefulness and relevance of the results collected by the research questionnaires. The results from the actual study also assured the researcher that the questionnaire was applicable in this study. The reliability established from each instrument was considered at the acceptable level and hence constituted reliable data.

The statistical data analyzed were used to answer research questions. The descriptive, independent sample t-test analysis techniques and Pearson correlation analysis were employed to obtain answers for questions posed in the study. Descriptive statistic in terms of frequency, percentage, mean and standard deviation were conducted to illustrate the most effective sources of information about change communication in Global Institute of Studies (GIS). Meanwhile, the Pearson correlation analysis analyzed the significant relationship between the perception of effective supervisory communication with the overall perception of effective change communication in Global Institute of Studies (GIS).

From the study conducted, the findings revealed that the most effective source of information is the supervisor and the least effective source of information is the intranet. The r value of the Pearson Product Correlation Coefficient has indicated, that all linear relationships have indicated a moderate and positive significant correlation between communication and supervising communication.

### **5.2 Conclusion**

In this final section of the study, conclusion, discussion and recommendation of the study will be presented. The purpose of this study was to investigate effective change communication in the workplace at Global Institute of Studies (GIS). As change communication can be defined as a kind of communication, the study was built upon two important aspects or objective. Those of which to identify Islamic ethics in communication used in Global Institute of Studies (GIS) and to investigate the most effective source of information about change communication, in Global Institute of Studies (GIS). The effective change of communication at Global Institute of Studies (GIS) was analyzed through a set of questionnaire distributed to the employees there. The questionnaire was divided into several parts namely communicating change, source of information about change and supervisory communication. Based from the returned questionnaire, the data was analyzed and the results will be furthered discussed.

The study of change communication is important yet how scholars define what communication change is not definite. As cited in Harp, 2011 in 'Effective change communication in the workplace', change communication could be related to themes, corporate culture, expectations and competencies, characteristics or dimensions of the change process and even the focus on employees including employees' readiness towards change. Issues arising from changes in working atmosphere could make it difficult for people working in and around it to engage with (Bull and Brown, 2012). Thus that shows how important communication change is so the organization can run smoothly.

Change communication is considered vital in any organization as there has been significant resistance to change. This is because when an employee is used to operate in that manner, to change and adapt in newly environment may cause the person to feel uncomfortable (Bull and Brown, 2012). The change could lead to the amount of uncertainty and fear within employees (Senior and Fleming, 2006). This is easily understandable as when employees are used to operate in the same manner, they already know what to do and can overcome any problem should they encounter any as they already know the workflow and fully understand their job scope. That is why when they have to abandon what they do daily and move to a new phase of working condition, they are actually moving from their comfort zone and putting themselves in a new environment.

An industry's competitiveness depends on its ability to produce a highly skilled workforce (Green, 2012). Any management system can achieve customer satisfaction through service quality, continuous improvement and employee involvement. The success on one company rests on its employees. Therefore when the employees are resistance on change, they could easily be de-motivated when facing obstacles or problems in the new environment. This is why change communication should be communicated effectively to avoid such scenes from happening. When change communication is not communicated effectively, employees could act negatively which could impact the corporate culture (Keyton, 2005).

As a conclusion, change communication is imperative and failing to communicate change effectively to the employees will only put the organization at a disadvantage. Hence communicating change effectively will boost the employee's spirit, which will in turn producing conducive working environment and accelerate organizational performance.

Based on the conclusion made, the most effective sources of information in Global Institute of Studies (GIS) were from the supervisors. Supervisors are the main sources of information in communication change. It is because the supervisors spent too much time with both the employer and the employees. The supervisors will act as a middle person between the employers and the employees. All the communication change delivered through the supervisors.

## **5.4 Recommendations for Future Study**

### **5.4.1 Utilizing Qualitative Method of Research**

It is recommended to conduct qualitative method which provides more and deeper information of the study. For example, data collected from the research through interviews might help to gain better understanding of what is going on inside the Global Institute of Studies (GIS) that can affect the supervisory communication and

communication change. In addition, this method gives the opportunity to interview more employees and at the same time have the chance to observe the situation at Global Institute of Studies (GIS).

#### 5.4.2 Using Larger Sample

The study conducted involved only a small number of employers and employees from Global Institute of Studies (GIS). Therefore, the findings from this study cannot be used to generalize other organizations. The findings of the research will be more significant if larger samples were used.

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