

## Organizational Communication and Employee Commitment in the Hotel Establishments in Abonema, Akuku-Toru Local Government Area (LGA) in Rivers State

<sup>1</sup>Ollor, Helen Y. &

<sup>2</sup>Harry, Mercy N.

*Department of Hospitality  
Management and Tourism  
Faculty of Management Sciences  
University of Port Harcourt*

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*Corresponding Author:*  
Ollor, Helen Y.

### Abstract

This study investigated Organizational Communication and Employee Commitment in Hotel Establishments in Abonema, Akuku-Toru Local Government Area, Rivers State. The objectives of this study were to ascertain how upward communication relates to work morale in the Hotel Establishments in Abonema; determine the relationship between downward communication and employee dedication in Hotel Establishments in Abonema. A sample size of 100 employee was selected using Taro Yamane Formula. The study adopted cross sectional research design. Face and content validity were employed to assess the relevance of the instrument. The research questions were analysed using descriptive statistics while the Null Hypotheses were statistically tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS). The findings showed that there was significant relationship between Upward Communication and Work Morale ( $r = 0.576$ ;  $p = 0.000$ ;  $p < 0.05$ ). Meaning, significant relationship exists between Upward Communication and Employee Dedication ( $r = 0.882$ ;  $p = 0.000$ ;  $p < 0.05$ ). There was no significant relationship between Downward Communication and Work Morale ( $r = 0.620$ ;  $p = 0.000$ ;  $p < 0.05$ ). Meaning, no significant relationship exists between Downward Communication and Employee Dedication ( $r = 0.911$ ;  $p = 0.000$ ;  $p < 0.05$ ). Based on the findings, it was concluded that: Downward Communication had the greatest effect on Work Morale and Employee Dedication; and so, Management should be clear and objective concerning the quality of communication from their positions to their subordinates. It was therefore, recommended that Top Management should ensure clear messages in their Downward Communication Processes to enhance the level of understanding of the Employees.

### **Background to the Study**

Hotel is an essential tourism enterprise serving the basic needs of travelers away from their usual place of residence. Hotel could also be “an Establishment with core functions of providing accommodations and complementary facilities such as foods, beverages, sports and recreations for guests (Benrazavi and Silong, 2013; Ollor, and Harry, 2020). The Hotel Industry employs large population of people at different levels globally and have contributed to living standards of both men and women as well as promoting to the Gross Domestic Product (GDP) of many countries (Mhlongo, 2018; Ollor, 2015).

Employee Commitment has been considered one of the foremost goals of organizations for existence and survival. Highly committed and loyal employees have been very important in achieving organizational goals, (Abugre, 2011). Also, employees with high degree of Commitment toward organizations have been perceived to be more productive, harmonious and loyal toward their duties. They equally possess job responsibility and efficient when given the chance to perform (Benrazavi and Silong, 2013).

Communication could be regarded as the lifeblood of organizations as good Communication are meaningful for human life and a key to successful interpersonal relationships (Williams, 2009). Aristotle's famous quote: 'Man is by nature a social animal'. The statement could emphasize the importance of human relations and interactions which might be relevant for the business environment. Human actions represent certain ways of communication which might be important in the ways people communicate in business environment (Kacmar, 2012; Ogunola, 2003). When information flows, messages among employees would usually be exchanged through conversations, debates, public speaking and/or by submitting reports. Abbott, (2003) stressed that there are rules, suggestions and tips for successful conversation and how challenges could develop organizational communication system appropriately. Each organization has its own preferred way of communication which might depend on political, organizational culture or work relationships.

Studies have shown that different aspects of effective organizational communications, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures could positively be related to employees' feelings of happiness in the work place and job performance (Kacmar, 2012). In contemporary society, organizations could focus on only bureaucratic and formal management communication. Interpersonal interactions among employees in the organizations are increasingly not paid attention to. People may not only formally disseminate information related to work and their organizations; but, also should be able to talk about themselves and their emotions (Ogunola, 2003).

Organizational Communication could talk on language which could formulate various kinds of social structures to bring up teams and networking to ensure employees' commitment and satisfaction (Ratzburg, 2013). Organizational communication should ensure that employees are familiar with their expectations, through relevant and timely

information dissemination; and in turn, seek clarifications, and achieved great satisfaction (De Ridder, 2014). According to Gilley and Gilley (2009), organizational communication should get employees involved in organizational activities to affect making contributions to the success of the organization.

Empirically, many studies have been carried out on organizational communication. Joseph and Douglas (2003) investigated organizational communication and performance of fast-food firms. Ozay (2011) worked on communication functions and hotel performance. The results showed positive relationships between organizational communications and Employees' Work Morale. Its therefore pertinent that no existing work of these listed literatures have empirically worked on Organizational communication and employee commitment in the hotel establishments. This study will find out the relationship between organizational communication and employee commitment in hotel establishments in Abonema, Akuku-Toru Local Government Area in Rivers State.

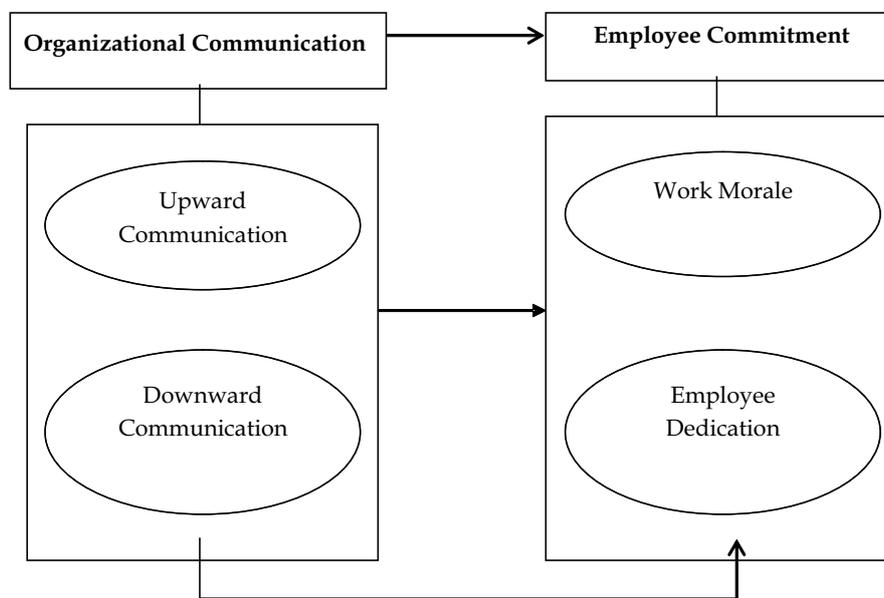
### **Statement of the Problem**

Good communication systems could help in improving employee work efficiency and boost performance level, which would be essential in organizations. Employee Interaction should be principal and essential in organizations as stated by Harris and Nelson, (2008). The sustainability of an organization could be based on effective Communication among employees and relationships could develop when effective communication is achieved, (Mhlongo, 2018). Working environments differ in all angles as well as in culture, economic and social development could be cumbersome reporting lines for employees to abide. These might be conflicting authorities, obligations and interactions with Employees in an aggressive manner, (Ukeje, Okorie, and Nwagbara, 2004). Intra-communication facilities such as intercoms and memos should mostly be ignored by some organizations. These might deprive subordinates from knowing the vision and mission of the organization. Good communication skills between Managers and Employees would foster good work performance in organizations, (Moorcroft, 2003; White, 2012). What bothers the researchers involve organizational communications that will contribute to declining employee commitment in Hotel Establishments. Hence, this Study seeks to ascertain the relationship between organizational commitment and employee commitment in the hotel establishments in Abonema, Akuu-Toru Local Government Area in Rivers State

### **Conceptual Framework**

The major variables of the study are Organizational Communication (Independent Variable) and Employee Commitment (Dependent Variable).

**Figure 1:** The Conceptual Framework of Organizational Communication and Employee Commitment in the Hotel Establishments in Abonema, Akuku-Toru Local Government Area of Rivers State.



**Source:** Gerald (2003). Organizational Communication Determinants of Employee Commitment.

**Purpose of the Study**

The purpose of this study is to find the relationship between Organizational Communication and Employee Commitment in Hotel Establishments in Abonema, Akuku-Toru Local Government Area, Rivers State and specifically aims to:

- 1) Determine the relationship between Upward Communication and Employee Commitment in Hotel Establishments in Abonema;
- 2) Evaluate the relationship of Downward Communication on Employee Commitment in Hotel Establishments in Abonema:

**Research Questions**

1. How does Upward Communication relate to Work Morale in the Hotel Establishments in Abonema?
2. What is the relationship between Upward Communication and Employee Dedication in the Hotel Establishments in Abonema?
3. Does Downward Communication Influence Work Morale in the Hotel Establishments in Abonema?
4. What is the relationship between Downward Communication and Employee Dedication in the Hotel Establishments in Abonema?

### **Research Hypotheses**

- H0<sub>1</sub>:** There is no relationship between Upward Communication and Work Morale in the Hotel Establishments in Abonema.
- H0<sub>2</sub>:** There is no relationship between Upward Communication and Employee Dedication in the Hotel Establishments in Abonema.
- H0<sub>3</sub>:** There is no relationship between Downward Communication and Work Morale in the Hotel Establishments in Abonema.
- H0<sub>4</sub>:** There is no relationship between Downward Communication and Employee Dedication in the Hotel Establishments in Abonema.

### **Empirical Review**

#### **Relationship between Upward Communication and Employee Commitment**

Ogunoda (2011), researched on upward communication and employee commitment in selected fast-food industries in Imo State. The study made use of five fast food industries. A sample of 90 employees were selected from the five industries. The instrument used for the study was questionnaire which titled: Upward Communication and Employee Commitment,(UCEC). The questionnaire (UCEC) was used in generating data. The results showed that upward communication improved employees' attitude toward their work and increase work morale.

Noble (2014), researched on the effect of Upward Communication and Employee Commitment in selected Hotels in Malaysia. The study used five hundred (500) respondents as population. A sample size of 240 respondents was selected using simple random sampling technique. Questionnaire was formulated as instrument for data collection. Simple percentages, frequency count and spearman rank order were used as statistical tools for data analysis. Findings indicate that Upward Communication has a positive correlation with Employee Commitment.

Lin (2002) studied Upward Communication and Employee Commitment in eatery firm. Six objectives and six corresponding Hypotheses were formulated. Self-structured instrument was formulated by the researcher. The findings of the study showed that upward communication inspired employees to take part in forming policies for the organization.

#### **Downward Communication and Employee Commitment**

Hur, (2010) conducted a study on Downward Communication and Employee Commitment in Tourism Industry in Singapor. Four objectives and eight research hypotheses were used for the study. The instrument for the study was Questionnaire titled Downward Communication and Employee Commitment (DCEC) for data collection. Mean and standard deviation was used to answer the research questions while SPSS was used to test the hypotheses at 0.05 levels of significance. The findings revealed that Employee clear understanding of information enhanced Employee Commitment.

Akawe (2000), researched on Downward Communication and Employee Commitment in selected hotels in Lagos State. Four objectives and four research questions guide the study. Sixty (60) respondents were selected and used for the study. Instrument used for data collection was Questionnaire. Simple percentages were used to answer the research questions while Spearman Rank Order Correlation with the aids of SPSS version 22 statistical tool was used to test the Hypotheses at 0.05 level of significance. The result indicates that Downward Communication related significantly with Employee Commitment.

Johnson (2014), conducted a study on Downward Communication and Employee Commitment in Anambra State. Six objectives and six research questions guide the study. The instrument used for data collection was Questionnaire. Percentage and frequency count was used to answer the research questions while Pearson Product Moment Correlation Coefficient with the aid of SPSS version 22 statistical tool was used to test the Hypotheses. The result indicated that Downward Communication correlated positively with operational efficiency.

Berger (2008), conducted research on the relationship between Downward Communication and Employee Commitment. Five objective and five research questions were used for the study. A population of 500 respondents was used for the study. 200 employee and 50 managers were selected using convenience sampling technique. Mean and standard deviation were used to analyze data; while, Spearman Rank Order was used to test the Hypotheses at .05 levels of significance. The result indicates that Downward Communication contributed significantly to Employee Commitment.

Mark (2002) conducted research on the effect of downward communication and work quality in fast food industry. Two hundred and twenty respondents were used for the study. A sample of eighty (80) respondents were selected for the study. Simple percentage and frequency tables were used to analyze research questions while Pearson Product Moment Correlation was used to test the Hypotheses at 0.05 level of significance. The result revealed that downward communication related significantly with Work Quality.

Raymond and Caroline (2005), carried out an investigation on Downward Communication and Employee Commitment in hotel industry in Lagos. Six objectives and its corresponding hypotheses were used for this study. The research design adopted was descriptive survey. A population of 252 respondents were used for the study and 130 were selected using Simple Random Sampling Technique. Simple Percentages and Pearson Product Moment Correlation Coefficient were used to analyze data. The instrument for the study was Questionnaire. The study used a descriptive research design and it was found that a strong positive relationship existed between Downward Communication and Employee Commitment.

## Methodology

### Research Design

Crewell (2007), defined research design as the blue print that enables the researchers to come up with solutions to problems and guides in the various stages of the research. This study was descriptive research and adopted Quasi-Experimental research design; appropriate for research in administrative and social sciences, researchers have no control over study variables, subjects and study setting. Cross-sectional survey was adopted; because, standardized information was collected from representative of a particular group or population.

### Population of the Study

Denzin, (2000) noted that research population is a complex set of items that is of interest to a researcher or an investigator. Target population for this study consisted of all employees in the four (4) selected hotels in Abonema, Akuku-Toru Local Government Area in Rivers State.

A population of 220 employees were drawn from the selected hotels using convenience sampling.

**Table 1:** Selected hotels and their corresponding numbers of employees in Port Harcourt.

S/NO	Names of Hotels	Number of Employees
1	Helena hotels	61
2	Miriams hotels	67
3	Frankfurt hotels	49
4	Bakus hotels	41
	Total	220

**Source:** Field survey, 2021

### Sample Size Determination and Sampling Procedure

The sample size used in this study was determined mathematically using the Taro Yamane's Formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size sought  
N = Population (220)  
e = Level of significance (5% = 0.05)

$$\therefore n = \frac{220}{1 + 220 (0.05)^2}$$

$$n = \frac{220}{1 + 220 (0.0025)}$$

$$n = \frac{220}{1 + 1.2025}$$

$$n = \frac{220}{2.2025}$$

$$n = 99.88$$

$$n = 100$$

The Table 2 below, shows the corresponding number of Managers for each Hotel.

**Table 2:** Sample Distribution

S/NO	Names of Hotels	Sample size
1	Helena Hotels	24
2	Miriams Hotels	27
3	Frankfurt Hotels	29
4	Bakus Hotels	20
	Total	100

**Source:** Field Survey, 2021

### Data Collection Method

Both Primary and Secondary Sources of data were utilized in this study.

### Instrument Design

Questionnaire was the major instrument for data collection in this study. The Questionnaire was structured into two Sections (section A and B). Section A classification, contained demographic data of respondents such as sex, age, and marital status. Section B consists of questions relating to the subject matter of enquiry.

The Questionnaire were structured on a five (5) point Likert Scale with weights assigned as follows:

Strongly Agree	(SA)	5
Agree	(A)	4
Undecided	(U)	3
Disagree	(D)	2
Strongly Disagree	(SD)	1

### Validity of the Instrument

The Questionnaire items or instrument was Face and content validated by the experts in the Department of Hospitality Management and Tourism. The corrections and inputs weremade before the final copy was drafted for administration to respondents.

### Reliability of the Instrument

The reliability of the instrument was determined using test-retest method. Copies of the Questionnaire were administered to the respondents who were not included in the original sample used. The result of the two tests were correlated using Cronbach Alpha Statistics. The following Variables were covered in the reliability test: Upward Communication, Downward Communication, Work Morale and Employee Dedication.

### Data Analysis Technique

Simple percentage, frequency Tables, and other descriptive statistical tools were employed and data generated; while, Pearson Product Moment Correlation Coefficient was used in testing for the Hypotheses.

### Questionnaire Administration and Response Rate

**Table 3:** Questionnaire Distribution

S/N	Questionnaire Distributed	Frequency	Percentage
1	Total Distributed	100	100%
2	Total Returned	90	84%
3	Number Correctly Completed	80	79%
4	Number not used (percentage of returned)	10	4%

**Source:** Field Survey, 2021.

The Questionnaire was distributed to 100 respondents; 90 of the distributed Questionnaire were returned; while, 80 were adjudged as being correctly completed and thus fit for analyses. Thus, all subsequent analyses were based on 80 Questionnaires.

### Demographic Analysis

**Table 4:** Age Distribution of Respondents

Age of respondents	Frequency	Percentage
Less than 20 years	-	-
21 - 29 years	30	37.5
30 - 39 years	25	31.25
40 - 49 years	25	31.25
Total	80	100.0

**Source:** Field Survey, 2021.

Table 4 above, shows that more of the respondents fall between the age brackets of 21-29 years (37.5%), 30 - 39 years (31.25%), followed by 40 - 49 years (31.25%) respectively. This information shows that majority of the respondents were within ages 21 - 29 years.

**Table 5:** Gender Distribution of Respondents

Valid	Frequency	Percent
Male	32	40
Female	48	60
Total	80	100.0

**Source:** Field Survey, 2021.

Table 5 above, reveals that males were 120 (53.8%) in the study. They were more than the females 80 (46.2%) respondents in the Hotels. This shows a greater number of Males compared to their Female counterparts.

**Table 6:** Educational Qualification of Respondents

Response	Frequency	Percentage
SSCE	25	31.25
BSC/HND	27	33.75
MSC/MBA	23	28.75
PHD	5	6.25
Total	80	100

**Source:** Field Survey, 2021

Table 6 above, reveals that 31.25% of the respondents were holders of SSCE, 33.75% had a BSC/HND, MSC/MBA holders were 28.75% of the respondents while PHD holders had 6.25% of the total respondents. From the information, the respondents with B.SC/HND were majority.

### Analysis of Research Questions

**Table 7:** Descriptive statistics on items of Upward Communication

#### Descriptive Statistics

	N	Mean	Std. Deviation
Direct Communication	80	4.5532	.56066
Non-formal	80	4.2447	.50131
Multiple Channels	80	4.3936	.55296
Opinions and Suggestions	80	4.2979	.52527
Valid N (listwise)	80		

Information on Table 7 above, shows the result of Descriptive Statistics for Upward Communication as part of the factors influencing Employee Commitment using IBM SPSS Statistics Version 20.0 output. The Mean Scores on all items of reliability were greater than the threshold of 3.9. The Grand Mean of 3.9>3.0 on five-point Likert Scale was considered appropriate and was accepted. This shows an appreciable agreement by the respondents on the fact that the employees of the Hotel Establishments Communicated directly with Superior Officers, through multiple channels. They also agreed that Communicating with their Superior Officers grants them the opportunity to express their opinions and suggestions.

**Table 8:** Descriptive statistics on Downward Communication

Descriptive Statistics

	N	Mean	Std. Deviation
Information Sharing	80	4.5532	.52090
Instructions	80	4.3936	.49117
Feedback	80	4.4043	.49338
Valid N (listwise)	80		

Information on Table 8 above, shows the result of Descriptive Statistics on downward Communication using IBM SPSS Statistics Version 20.0 output. The Mean Scores of all items of Downward Communication were greater than the threshold of 3.9. The Grand Mean of 3.9>3.0 on five-point Likert Scale was considered appropriate and was accepted. This shows an appreciable agreement that the Downward Communication promotes information Sharing, Instructions, Policy and Procedures, Up to Date Information and Feedback. This implies that Communication from Top Management to Subordinates were very important in Employees' Performance.

**Table 9:** Descriptive statistics on items of Work Morale

Descriptive Statistics

	N	Mean	Std. Deviation
Devotion to duty	80	4.3085	.46436
Duties and obligations	80	4.3404	.47639
Special attentions	80	4.4468	.52090
Valid N (listwise)	80		

From the table 9 above, the result of Descriptive Statistics on Customer Satisfaction using IBM SPSS Statistics Version 20.0 output. The Mean Scores on Work Morale were greater than the threshold of 3.9. The Grand Mean of 3.9>3.0 on five-point Likert Scale was considered appropriate and was accepted. This shows an appreciable agreement that the respondents were devoted to their duties and as well getting good experiences.

**Table 10:** Descriptive statistics on items of Employee Dedication

Descriptive Statistics

	N	Mean	Std. Deviation
High level of enthusiasm	80	4.4681	.52265
High level of work commitment	80	4.5000	.54378
Optimism and confidence	80	4.2979	.45978
Strong team spirit	80	4.4894	.50257
Valid N (listwise)	80		

From table 10 above, shows the result of Descriptive Statistics on Employee Dedication using IBM SPSS Statistics Version 20.0 output. The Mean Scores on Employee Dedication were greater than the threshold of 3.9. The Grand Mean of 3.9>3.0 on five-point Likert Scale was considered appropriate and accepted. This shows an appreciable agreement that they were dedicated to the Services of the Hotels which made it possible for them to put in their best and achieving Organizational Goal and Objectives.

**Bivariate Analysis**

The variables were correlated to ascertain the degree of relationship existing between them.

**Test of Hypotheses**

*DECISION RULE*

If  $PV < 0.05$  = Reject  $H_0$   
 If  $PV > 0.05$  = Accept  $H_0$

**Test of Hypothesis One**

**H<sub>0</sub>:** There is no significant relationship between Upward Communication and Work Morale in the Hotel Establishments in Abonema.

**Table 11:** Correlation analysis between Upward Communication and Work Morale in the Hotel Establishments in Abonema.

**Correlations**

		Upward communication	Work Morale
Upward communication	Pearson Correlation	1	.576**
	Sig. (1-tailed)		.000
	N	80	80
Work Morale	Pearson Correlation	.576**	1
	Sig. (1-tailed)	.000	
	N	80	80

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Table 11 above, shows the result of the Pearson Correlation analysis indicating that there is a moderate and positive Correlation between Upward Communication and Work Morale in Hotel Establishments in Abonnema; with  $r=.576$ , the  $p$  value  $=.000$ , which is less than  $0.05$ , meaning that the Correlation is significant. Consequently, we reject the Null Hypothesis and accept the alternative hypothesis which states that there is significant relationship between Upward Communication and Work Morale.

### Test of Hypothesis 2

**H<sub>0</sub>2:** There is no significant relationship between Upward Communication and Employee Dedication in the Hotel Establishments in Abonema.

**Table 12:** Correlation Analysis between Upward Communication and Employee Dedication in the Hotel Establishments in Abonema.

Correlations

		Upward Communication	Employee Dedication
Upward Communication	Pearson Correlation	1	.882**
	Sig. (1-tailed)		.000
	N	80	80
Brand Advocacy	Pearson Correlation	.882**	1
	Sig. (1-tailed)	.000	
	N	80	80

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Table 12 above, shows the result of the Pearson Correlation analysis indicating that there is a very strong and positive Correlation between Upward Communication and Employee Dedication in Hotel Establishments in Abonnema;  $r=.882$ , the  $p$  value  $=.000$  which is less than  $0.05$ , meaning that the Correlation is significant. Consequently, we reject the Null Hypothesis and accept the alternative hypothesis which states that there is significant relationship between Upward Communication and Employee Dedication.

### Test of Hypothesis 3

**H<sub>0</sub>3:** There is no significant relationship between Downward Communication and Work Morale in the Hotel Establishments in Abonema.

**Table 13:** Correlation analysis between Downward Communication and Work Morale.

		Correlations	
		Downward Communication	Work Morale
Downward Communication	Pearson Correlation	1	.620**
	Sig. (1-tailed)		.000
	N	80	80
Work Morale	Pearson Correlation	.620**	1
	Sig. (1-tailed)	.000	
	N	80	80

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Table 13 above, shows the result of the Pearson Correlation analysis which indicating that there is a strong and positive Correlation between Downward Communication and Work Morale;  $r=.620$ , the  $p$  value  $=.000$  which is less than  $0.05$ , meaning that the Correlation is significant. Consequently, we reject the Null Hypothesis and accept the alternative hypothesis which states that there is significant relationship between Downward Communication and Work Morale.

**Test of Hypothesis 4**

**H0<sub>4</sub>:** There is no significant relationship between Downward Communication and Employee Dedication in the Hotel Establishments in Abonema.

**Table 14:** Correlation Analysis between Downward Communication and Employee Dedication

		Correlations	
		Downward Communication	Employee Dedication
Downward Communication	Pearson Correlation	1	.911**
	Sig. (1-tailed)		.000
	N	80	80
Employee Dedication	Pearson Correlation	.911**	1
	Sig. (1-tailed)	.000	
	N	80	80

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Table 14 above, shows the result of the Pearson Correlation analysis which indicating that there is a very strong positive relationship between Downward Communication and Employee Dedication; with  $r=.911$ ,  $p$  Value $=.000$ , which is less than  $0.05$ , meaning that the Correlation is significant. We therefore, reject the Null Hypothesis and accept the alternative hypothesis which states that there is significant relationship between Downward Communication and Employee Dedication in the Hotel Establishments in Abonema.

## **Discussion of Findings**

### **Relationship between Upward Communication and Work Morale**

From Pearson Correlation Analysis, Upward Communication is significantly Correlated with Work Morale ( $r=0.576; p=.000$ ). Thus, the alternative hypothesis ( $HA_1$ ) was accepted as there as significant positive relationship between Upward Communication and Work Morale. This was consistent with the observation by Ogunoda (2011), that Upward Communication in an organization is mostly aimed at informing subordinates. Such information could come in the form of giving directives on how to serve the customers better. This finding buttresses the fact that for customer service to be properly executed, then subordinates who interfaces with the customers should be giving feedback to their superior officers. Accordingly, therefore, the objective of this study to examine the relationship between upward communication and customer service is achieved.

### **Relationship between Upward Communication and Employee Dedication**

From Pearson Correlation Analysis, Upward Communication is significantly correlated with Employee Dedication ( $r=0.882; p=.000$ ). Thus, the alternative hypothesis ( $HA_3$ ) was accepted as there was significant positive relationship between Upward Communication and Employee Dedication. This result is consistent with Hur, (2010) that internal communication in the form of feedback from the subordinates to the superior officers is critical to enhancing the level of work dedication in an organization. This was because, the Top Management Officers monitored the progress of work done on daily basis. To achieve this feat, subordinates wrote comprehensible reports to their supervisors. Accordingly, the objective of this study to examine the relationship between upward communication and employee dedication was achieved.

### **Relationship between Downward Communication and Work Morale**

From Pearson Correlation Analysis, Downward Communication was significantly Correlated with Work Morale ( $r=0.620; p=.000$ ). Thus, the alternative hypothesis ( $HA_3$ ) was accepted as there was significant positive relationship between Downward Communication and Work Morale. This finding was consistent with Akawe (2000) who observed that a downward flow of communication was an exchange of information within the Organization from one level, usually the Managerial Level to the Lower level. The finding implied that since it was members of the Top Management Level that set Organizational Goals and provide instructions for daily operations, Downward Communications constitute an essential component of Work Morale and should therefore be promoted in an Organization.

### **Relationship between Downward Communication and Employee Dedication**

From Pearson Correlation Analysis, Downward Communication was significantly Correlated with Employee Dedication ( $r=0.911; p=.000$ ). Thus, the alternative hypothesis ( $HA_2$ ) was accepted as there was significant positive relationship between Downward Communication and Employee Dedication. This finding was consistent with Johnson, (2014) who supported that Downward Communication has a positive Correlation with Employee Dedication. The findings showed that the respondents agreed that superiors always gave instructions to employees on how best to do their jobs. This was consistent

with the observation by Berger, (2008) that Downward Communication in an Organization was mostly aimed at informing subordinates. Since it was the superiors that always provide the framework for the work process, it should be important that Downward Communication be taken seriously to enhance Quality of Work Output. Accordingly, the objective of this study to examine the relationship between Downward Communication and Employee Dedication was achieved.

### **Conclusion**

This study was conducted to have better understanding of the effect of Organizational Communication on Employee Commitment in the context of Hotel Establishments in Abonnema, Akuku-Toru Local Government Area in Rivers State, Nigeria. This research fulfilled its objectives of determining the relationship between two dimensions of Organizational Communication and two dimensions of Employee Commitment. After testing the Hypothesized relationships with Pearson Correlation Analysis, the results showed that the two dimensions of Organizational Communication had positive significant relationship with Work Morale and Employee Dedication. The outcome of the research indicated that Downward Communication had the greatest effect on Work Morale and Employee Dedication. Which implied that management should always be clear and objective concerning the quality of communication that leaves their positions to their subordinates.

### **Recommendations**

Based on the results of the study, the following recommendations were made:

- i. Top management should ensure that they send out clear messages in their downward communication process with a view to enhancing the level of understanding.
- ii. Top Management should endeavor to hold regular meetings with a view to enhancing effective two-way communication process in the organization.
- iii. Training sessions should be arranged for management staff to enhance the quality of downward communication.
- iv. Top management should also be trained on how to anticipate and prepare answers to various internal communication situations.

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