Predicting Organizational Change In Health Institutions Through Management Communication: A Multiple Regression Analysis

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ABSTRACT

The successful application of change plays a significant role in communication as it is used to announce, explain, or prepare individuals for change. However, researchers , unfortunately, cannot find any research studies studying the impact of organizational change in health institutions in the local context. The main objective of this study is to determine if there is a model that could significantly predict organizational change in health institutions. This study utilized a descriptive-predictive research method to determine the possible optimal outcomes of the organizations using the gathered data. The researchers used the Slovin's Formula to calculate the appropriate sample size resulting to 114 respondents of the study. To get the primary information; first – hand survey was conducted using adopted questionnaires – Development of a Measure to Assess Organizational Change by Szamozi and Duxbury (2002) and Validity and Reliability of the Management Communication Style Scale by Rozilah, Muhammad and Kalamuddin (2013). In predicting the organizational change, multiple regression analysis was utilized to create a model. It was revealed that the level of management communication is high while for organizational change is very high. Also, it was discovered that management communication had a positive significant relationship on organizational change. Moreover, management communication significantly influences the implementation of changes in the organization. Furthermore, the study revealed a model which describes the significant prediction of management communication towards organizational change in health institutions. This paper provided essential information for health institutions in implementing future changes in their organizations.

Keywords: Management Communication, Organizational Change, Prediction, Health Institutions

INTRODUCTION

Continuous change is the only constant within the organization, so numerous textbooks and literature on science and management discussed organizational change, but many of the efforts are unsuccessful (Elving, 2005). The reason for the change is either hidden or external variables (Woodward, 2010). Medical and health institutions are generally inclined to work hard to bring out change. Other employees are resistant, while others are ready to take part. Changes, for example, occur when there are medical emergencies, patient discontent, absence of staff, renewed top management, selfish attitude as a professional worker, and financial problems. Due to these barriers, changes may encounter distrust, doubts, and even rejection by the employees (Mares, 2018). The health institutions in the locality currently face these undesirable activities and scenarios.

Additionally, Vos et al. (2011) pointed out that Philippine health care systems have been dealing with the organizational shift throughout the decades with an increased demand for high performance, emerging technology and the people's their need and cure rights but limited resources have often challenged their sustainability. Resistance to change from the employees are one of the factors that challenge the change within the organization and gives negative impact on economic and geographic access as well as health services quality and efficiency. Brickman (2011) found out that St. Anthony Hospital experience a sudden change of renewing new management. Over 400 employees withdraw and retire from work for dissatisfaction. The organization lack of employer-employee communication. It pegged the failure rate of 70 percent. Improvements take longer than two or three years. According to Elving (2005), during the change cycle, uncertainty and work insecurity occur. The ambiguity of employees during the process indicates their feeling about the process and its private and social implications, which only harms the willingness to change. Demand is driven primarily by a growing and growing population.

Also, Malek and Yazdanifard (2012) state that organizations are not making additional attempts to enforce change as they merely announce it and expect staff to comply with it. In exchange, it becomes an obstacle to efficient change execution. As a result, organization members resist change as they see it as an adverse thing. Having that, some of the factors that staff resist change are the uncertainty that produces an effect on their work, the lack of recognition of the current person and organizational identities owing to the transition and anxiety of workers, and the organization itself, as they often do not strive hard to manage change. Moreover, Kumah et al. (2016) found that in the Ghanaian context, confusing the real position of these executives with inadequate assistance and absence of awareness of results in the place of front-line executives in managing healthcare change generates confusion and generally contributes to ineffective change.

Various studies on change management are linked with so many different factors. However, in the study of Nelissen and Martine (2008), they found out that planned change in an organization improves its favorable reactions to adverse ones. Excellent management communication would be one of the variables, mostly giving a helpful response to an organizational change. Communication survives in organizational modifications to those who are satisfied with leadership and score high on favorable response. Besides, Saruhan (2014) stated that effective communication plays a primary role in organizational change as it reduces the anxiety and resistance of staff to change and enhances their administrative management credibility. Effective communication is, therefore required to bring about a successful transformation in an organization.

Given the statements above and the links between management communication and organizational change, it is confirmed that many researchers have studied the relationship between these two variables in various organizations worldwide. Many researchers have been searching for the factors that directly affect having a successful organizational change, such as employee satisfaction, management communication, and information. However, there is no conducted study about organizational change in Sto. Tomas, Davao del Norte prior in medical institutions, hospitals, and such. The present study will provide to the existing literature gap; therefore, the researchers find the urgency and eagerness to conduct this study to find out if such a situation arises in health institutions in the local context. Further, the results of this study could be a point of reference for other health institution to enhance their commitment to change and become more productive and effective since this focuses on how to deal with the changes within the organization, making this research socially relevant, thus, the need to conduct this study.

The study aimed to predict organizational change through management communication in the health institutions of Sto. Tomas Davao del Norte. Moreover, the study dealt with the following objectives: a) to describe the level of management communication in terms of tell; sell; join; and, consult; b) to describe the level of organizational change in terms of communication of change; action to expand business; financial strategies for change; adequate communication and participation; and, bureaucratic acceptance and non-favoritism; c) to describe the significant relationship between management communication and organizational change in health institutions; d) to ascertain if management communication significantly influences organizational change in health institutions, and e) to create a model that would significantly predict organizational change in health institutions. The null hypotheses were tested at 0.05 level of significance that a) there is no significant relationship between management communication and organizational change in health institutions; b) Management communication does not significantly influence the organizational change in health institutions; and, c) There is no model that would significantly predict organizational change in health institutions.

The study was anchored and affixed on credible theories and models. The Change Management Theory by Kotter (1996) enlightened how organizations manage the change within that are created by the intentional actions of the managers – interacting with the employees and anchoring new culture to administer the manifested change to avoid resistance to change. Management communication has a direct effect on organizational change effectiveness, and many of the change theories, such as Lewin (1997), asserted that information is the best way to motivates employees to change. Lack of communication contributes to a more significant reason for the failure of an organizational change. It was discovered in the model of resistance to change by Oreg (2006) that personality and context are the factors that constitute resistance to change. Furthermore, the persona is best describe as the personal trait or preference of a person that can affect its choice of adopting or resisting change. On the other hand, context is concerned with the consequences and how the change was implemented concerning the employee's resistance to change. However, employees' resistance to change may vary upon the implementation of it.

These propositional claims and theories are taken as the framework of the study since it covers the interaction of the two variables in this research. The theories show the critical role of management communication in the occurrence and implementation of organizational changes that may affect its productivity and effectiveness.

Presented in Figure 1 is the conceptual framework showing the variables of the study. The independent variable of this study is the management communication with the following indicators; tell, which refers to the interaction of the employees to the employers that increases both task and relationship relevant; sell, which refers to the managers explaining all the details to the employees of the made decision in a persuasive manner; consult, which refers to the organizational relationship in which shares ideas and decisions; and, join which refers to the group of employees to obtain the responsibilities for the shared task decision (Rozilah, Muhammad, & Kamaluddin 2013).

The dependent variable is the organizational change with the following indicators; communication of change, it refers to the way of communicating when a change occurs within the organization; action to expand business, which refers to the planning of better choices in improving the business; financial strategies for change, which refers to procedures to be financial stable within an organization in the process of change; adequate communication and participation, which refers to the lack of empowerment and the use of skills of the employees; and, bureaucratic acceptance and non-favoritism, which refers to the bureaucratic resistance of employees to change. Eliminating bureaucracy and resisting to change are non-supportive to change (Szamosi & Duxbury, 2002).

METHODOLOGY

This paper is a quantitative research study, whereas according to Parohoo (2006), a quantitative approach begins with the assumption that human behavioral factors and phenomena can be objectively and statistically studied. Moreover, this study utilized a descriptive-predictive design to predict organizational change through management
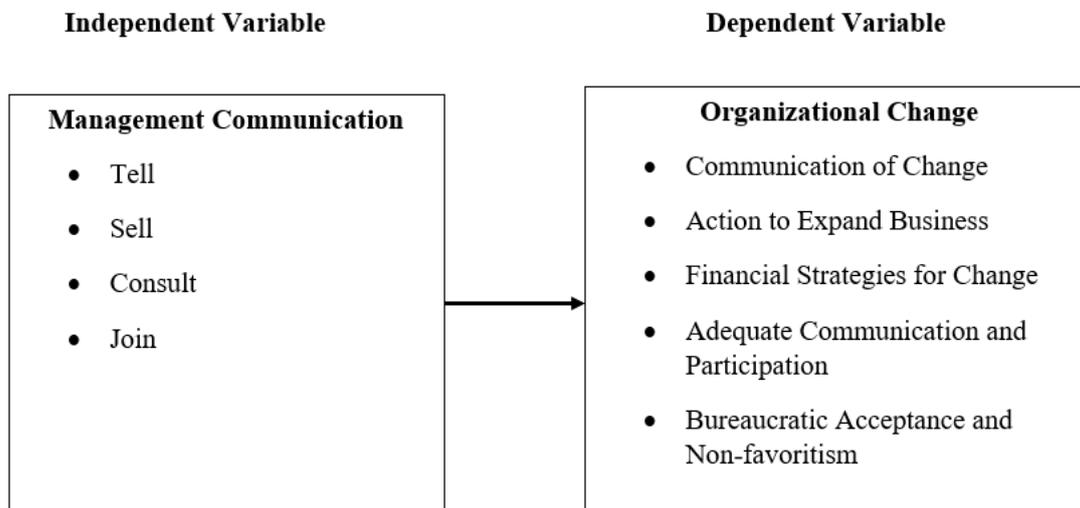
Independent Variable	Dependent Variable

Management Communication

- Tell
- Sell
- Consult
- Join

Organizational Change

- Communication of Change
- Action to Expand Business
- Financial Strategies for Change
- Adequate Communication and Participation
- Bureaucratic Acceptance and Non-favoritism

Figure 1. Conceptual Framework Showing the Variables of the Study

Table 1. Distribution of Research Respondents

Health Institutions	Number of Employees	Percentage	Sample size
Hospital A	15	9%	11
Hospital B	52	33%	37
Hospital C	15	9%	11
Hospital D	23	14%	16
Hospital E	55	35%	39
Total	160	100%	114

communication. The research can help a company consider what could happen next, and all forecasts are focused on the data presented and are probabilistic by nature (Giaglis, 2009). This model is also used to analyze the data obtained and to fill in the knowledge on the different aspects of the organizations, and recommend steps to achieve optimal results (Hey, 2010).

The study was conducted at Sto. Tomas, Davao del Norte, where the respondents are the current workers of health institutions. They were deemed knowledgeable about the subject matter and capable of providing factual data that is necessary for the completion of the study. The sample size was determined based on Slovin's Formula. Through the use of the formula, there were 114 respondents determined. Moreover, random sampling applies to a set of selection strategies with a defined probability of selection. Participants are chosen by chance (Lavrakas, 2008); thus, it is used in this study.

This study adapted downloadable questionnaires from web sources. The questionnaires are from the study Development of a Measure to Assess Organizational Change by Szamosi, and Duxbury (2002) and the study Validity and Reliability of the Management Communication Style Scale by Rozilah, Muhammad, and Kamaluddin (2013). After the approval of questionnaires checked by the research panelists, the researchers asked for a permission to conduct an initial investigation in Municipality of Kapalong, Davao del Norte using the pilot testing to test the accuracy, validity, and reliability of the questionnaires with the assistance of Cronbach Alpha via pilot testing. Cronbach's Alpha tested a scale's accuracy;

it is also referred to as internal consistency (Boneth and Wright, 2014). Thirty (30) respondents were used in pilot-testing, whereas Management Communication generated a Cronbach's Alpha of 0.874 while Organizational Change resulted in 0.877, both higher than the required 0.70 for its reliability.

After acquiring the validation results, the researchers personally distributed and administrated the research instruments to the respondents to ensure one hundred percent (100%) retrieval of the questionnaires. A permission letter was given to the managers to be approved and led the researchers to survey the institution. Once the questionnaires were settled, the researchers started the survey. The data that the researchers gathered was tallied, tabulated, analyzed, and interpreted based on the objective or purpose of the study.

For the statistical treatment, different types of tools were used at a 0.05 level of significance. Mean is used for the level of management communication and organizational change. Pearson r for the analysis determining the relationship between management communication and organizational change and Multi-Linear Regression Analysis in determining if management communication significantly predicts organizational change.

The researcher asked permission from the authorities on the conduct of the study. This is to ensure respect to higher authorities and address ethical considerations. Further, the researchers ensure the voluntary participation of the respondents. The letter of
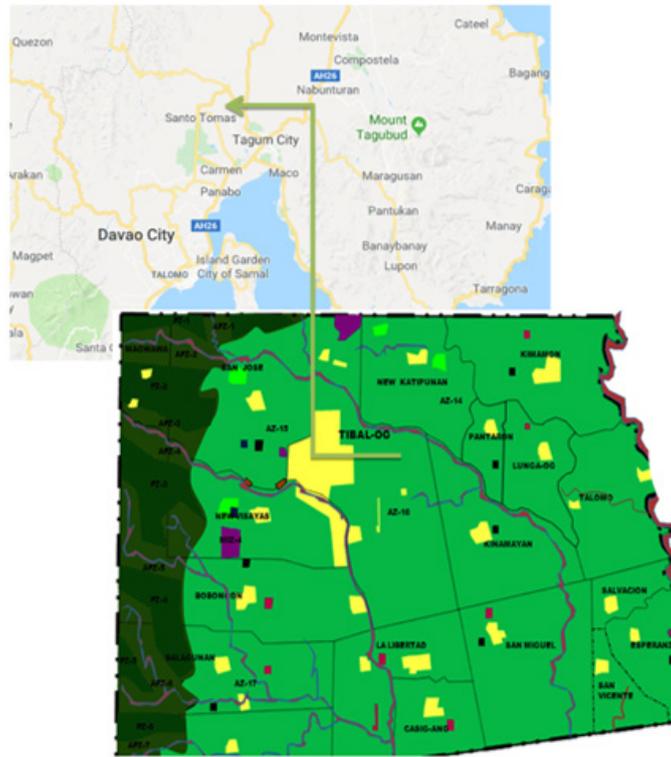
Figure 2. Geographical Map of Sto.Tomas, Davao del Norte

approval was explained on the procedure, purpose, and limitation of the survey and are guaranteed that they are not harmed and protected from whatever potential risks that may emerge. Informed consent was signed, read, and explained. Additionally, respondents can choose whether to write their names or not for the sake of privacy.

RESULTS AND DISCUSSION

This section reveals the presentation and analysis on the level of Management Communication and Organizational Change.

Level of Management Communication

Shown in table 2 are the mean scores for the indicators of management communication with an overall mean of 4.11 described as *high* with a standard deviation of 0.57. This means that the respondents' response to management communication were manifested in all items. This enlightens that employees of health institutions use management communication to have a productive relationship and communication as mentioned in the questionnaires. This result is similar to Oteyza et al., (2018) that signs of effective leadership communication were discovered among staff and employers where they explained that having a healthy inner connection and powerful message relays.

Consult is one of the management communication's indicator is described as high with the highest weighted mean of 4.19 and a standard deviation of 0.64. This means that Consult is essential between employees and managers to have effective management communication. This indicates that an active engagement and mutual respect between management and employees is vital within the organization. This finding conform to the study of Enayati (2002) which mentioned that group decision-making is useful to the organization. This method increases norms of interaction (clearness, fairness, listening to others, and taking each other seriously) and guarantees a formal and fair debate within the company. Also, this result is associated with the statement of Martin et al. (2018) that managing duties (comprehending the situation, developing action responses, executing responses, and managing the continuing situation) can be encountered both as a cause of manager pressure and as a chance to enhance leadership abilities.

Moreover, the first two dimensions, *Tell* and *Sell*, have the lowest weighted mean of 4.04 and a standard deviation of 0.63 and 0.66, respectively, thus, described as high and are manifested. The outcome suggests that the dimensions mentioned are essential to have effective management communication between employees and employer's relationship. This means that if staff have the freedom to express themselves for the sake of a good business, they are more likely to feel safe and fulfilled with their roles, encouraging them to be more helpful and cooperative. This is in congruence with the view of EL Nabawy Saleh Dewydar (2015) who avowed that staff loves the organization that provides them the chance to express their thoughts and to do their utmost. It is essential to understand how to solve any scenario that occurs to suggest and share data between staff and management. Moreover, it was indicated in the study of Lanneborn and Lofgren (2013) that the fact that executives can satisfy the organizations' employee expectations makes things much more straightforward. Management can thus gain the confidence of the staff and create with them a sound

Table 2. The Level of Management Communication in Health Institutions

Management Communication	Mean	SD	Description	Interpretation
Tell	4.04	0.63	High	Manifested
Sell	4.04	0.66	High	Manifested
Consult	4.19	0.64	High	Manifested
Join	4.09	0.63	High	Manifested
Overall mean	4.11	0.57	High	Manifested

Legend:
1.00 – 1.79 Very Low   2.60 – 3.39 Average   4.20 – 5.00 Very High
1.80 – 2.59 Low   3.40 – 4.19 High

Table 3. The Level of Organizational Change in Health Institutions

Organizational Change	Mean	SD	Description	Interpretation
Communication to Change	4.34	0.61		Always Manifested
Action to Expand Business	4.17	0.71	Very High	Manifested
Financial Strategies for Change	4.15	0.71	High	Manifested
Adequate Communication and Participation	4.41	0.50	High	Always Manifested
Bureaucratic Acceptance and Non-favoritism	4.52	0.44	VeryHigh	Always Manifested
Overall mean	4.35	0.35	Very High	Always Manifested

Legend:
1.00 – 1.79 Very Low   2.60 – 3.39 Average   4.20 – 5.00 Very High
1.80 – 2.59 Low   3.40 – 4.19 High

basis. Furthermore, Abugre (2011) discussed that the data supplied by the executives need to be well understood by the staff and vice versa for efficient communication regularly.

Level of Organizational Change

Shown in Table 3 the data on the level of organizational change which gathered an overall mean of 4.35 and a standard deviation of 0.35 with a descriptive level of *very high*. The score of very high signifies that dimensions of organizational change are always manifested. This means that health organizations view organizational change as a way to become more profitable and successful in business, and they are encouraged to take risks and use the changes to become more productive. Similarly, Ian and Richard (2008) found that organizational change is needed for the organization to continue to progress.

Furthermore, *Bureaucratic Acceptance and Non-favoritism*, the last indicator has the highest weighted mean score of 4.52 with a standard deviation 0.44 that resulted in a very high description level and is always manifested. This enfolds that *Bureaucratic Acceptance and Non-favoritism* is an essential factor for the effective implementation of change in an organization. This means that health institutions are actively preparing how to deal with employee criticism and accept improvements internally and externally without prejudice or favoritism in order to prevent inter-institutional disputes. This corresponds to what Adeniji et al. (2013) found out that resistance to change at the level of an organization, group, or person gives rise to organizational inertia in which it unwillingly forces an organization to improve. In addition, Greer (2011) stated that the more comfortable and more efficient the method of change becomes, the

more an organization change. It is also disclosed that the overarching deregulatory strategy from the opposition of the healthcare industries reproduces lower impacts, while innovative governance, which could support coalitions, makes it unexpectedly efficient.

Moreover, *Financial Strategies for Change* weighted a mean score of 4.15 with a standard deviation of 0.71 that resulted in a high description level and is also manifested. This means that *Financial Strategies for Change* provides importance to the internal organization to implement change successfully. This indicates that health institutions are considering their financial resources, strategies, and economic plans in order to deal with adjustments in their management and build a more solid relationship with their business's future. This was proven in the study of Delkhosh and Mousavi (2016), where they discovered that viewing the economic policy in the form of strategic action shows the organization's perfect picture of a bright and desirable future that could contribute to the achievement and better financial systems. One of the strategic financial management's goals is to obtain the shareholder's wealth that could propel the organization to the ever-growing economic achievement.

Relationship of Management Communication and Organizational Change

This section reveals the analytical data and presentation about the relationship between the Management Communication and Organizational Change in Health Institutions.

Table 4 shows the computed correlation between management communication and organizational change. The overall r-value of 0.607 with a p-value of 0.000 which

Table 4. Correlations between Measures

MANAGEMENT COMMUNICATION	ORGANIZATIONAL CHANGE					
	I1	I2	I3	I4	I5	Overall
Tell	0.456**	0.341**	0.519**	0.325	0.146	0.545**
	0.000	0.001	0.000	0.001	0.015	0.000
Sell	0.486**	0.281**	0.430**	0.270**	0.015	0.000
	0.000	0.006	0.000	0.008	0.086	0.450**
Consult	0.529**	0.250*	0.418**	0.275**	0.78	0.437**
	0.000	0.000	0.000	0.000	0.000	0.000
Join	0.592**	0.626**	0.732**	1.000	0.885**	0.613**
	0.000	0.000	0.000	0.000	0.000	0.000
Overall	0.783**	0.880**	0.938**	0.885	1.000	0.607**
	0.000	0.000	0.000	0.000	0.000	0.000

Legend:
I1 – Communication to Change
I2 – Action to Expand Business
I3 – Financial Strategies for Change
I4 – Adequate Communication and Participation
I5 – Bureaucratic Acceptance and Non-favoritism

is less than 0.05 level of significance set in this study.

Generally, connection between the two variables reveals a strong positive significant relationship between management communication and organizational change among the employees of health institutions in Sto. Tomas Davao del Norte. This implies that organizational change is influenced by the management communication in health institutions. Further, this means that manifestation of effective management communication play as a significant aspect in implementing organizational change particularly in promoting good relationship between the employees and employers in improving business efficiency. As a result, employees believe that management recognizes their value when they use words and gestures that are motivating and encouraging to make them feel safe and comfortable in the workplace, implying that they are encouraging desirable behavior. Due to this positive employee-employer relationship, employees' satisfaction in engaging, behaving, supporting, and performing their jobs well in the business increases. Consequently, when organizational change is optimized, internal management coordination improves as well.

The result is analogous to the findings of Malek and Yazdanifard (2012), exposing that communication plays a significant part in the practical application of change, as it is used as a means to announce, explain or prepare individuals for change. Furthermore, Allen et al. (2007) stated that the remains a lack of comprehension of the procedures by which staff tackle such perceptions; even uncertainty is regarded to be a significant result of employee organizational change. This result verified views; adequacy is the primary predictor of readiness for change in the organizational environment where appropriate and timely communication can compensate for absence of involvement in organizational transformation decision-making (McKay et al., 2013); and communication and fair employee involvement are essential to a successful application of change, as efficient communication serves many tasks such as data sharing, engagement, compliance, and feedback (Yazdanifard, 2012).

Influencing Organizational Change through Management Communication in Health Institutions

This section reveals the analytical data and presentation ascertaining the influence of Management Communication in Organizational Change in Health Institutions.

Shown in Table 5 is the data resulted from regression analysis which revealed the significant influence of the overall management communication to the organizational change in health institutions. It shows that the computed F-value of 12.498 with corresponding P-value of 0.000 is lower than 0.05 level of significance. Furthermore, this indicated a significant influence on management communication on organizational change in health institutions since the probability value is $p<0.001$.

For further analysis, the data revealed that among the indicators of management communication which have best influences on organizational change in their singular capacities are the tell, $t=2.964$, $p=0.004$, and join, $t=2.461$, $p=0.016$ since both have the probability value less than the alpha value. The rest of the indicators like sell and consult cannot significantly influence organizational change in their singular capacities since their p-value are more than 0.05. They need the support of other indicators to have signicant influence on organizational change.

The coefficient of determination, which is the r-squared value illustrated that 35.5 percent of the variance in organizational change was credited to the indicators of management communication while the remaining 64.5 percent is coefficient of alienation that is not part of the study. The data illustrates that, in general, management communication has a significant influence on organizational change. The results prove the proposition of Eleanor et al. (2014) that understanding the effect of management communication styles can enhance the leadership abilities of management in moments of change application, resulting in less opposition, wealthy communication, foster engagement, and employee engagement.

The result further strengthened the claim of Duah and Danso (2017), where they addressed that having the

Table 5. Significance of the Prediction of Management Communication towards Organizational Change of Health Institutions

Management Communication	Organizational Change			
	B	B	*T*	*Sig.*
Constant	2.883			
Tell	0.213	0.390	2.964	0.004
Sell	-0.012	-0.022	-1.131	0.896
Consult	-0.012	-0.023	-1.139	0.890
Join	0.173	0.314	2.461	0.016

R = 0.595
R^2 = 0.355
F = 12.498
P = 0.000

staff decide in the best interests of the organization makes them commit more responsibly and skillfully to their work. Besides, management requires to educate staff in the scheduling phase to receive feedback and discuss potential issues in the future. Listening to the employees and vice – versa establish a good employment relationship in times of changes. Likewise, the findings gathered by Samwel (2018) indicate that a favorable connection between staff who are acceptable to the organization and the performance of the team to the organizational change makes them more encouraged to think for the best for the organization and willing to participate in the decision-making process.

Predicting Organizational Change through Management Communication in Health Institution

This section reveals the simulation of the model predicting Organizational Change through Management Communication.

Below is the formula for predicting the independent variable which is the organizational change in health institution. Further, simulation of the said model is also discussed in this section.

Formula for Multiple Linear Regression:
$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$
Model for Organizational Change in Health Institutions

$$y = 2.883 + 0.213 \, (\textit{Tell}) - 0.012 \, (\textit{Sell}) - 0.012 \, (\textit{Consult}) + 0.173 \, (\textit{Join})$$

Simulation Result for Organizational Change Model:

Tell	Sell	Consult	Join	Organizational Change
4.01	3.02	2.58	4.50	4.45

Legend:
1.00 – 1.79 Very Low   2.60 – 3.39 Average   4.20 – 5.00 Very High
1.80 – 2.59 Low   3.40 – 4.19 High

Based on the model and applying the simulated data we can concluded that, if a health institution is having a high conveying factual information (4.01), average discussion of details of plans (3.02) with low consulting of ideas and thoughts (2.58), and very high level of letting the staff decide for the organization (4.50), the health institutions would gain a very high-level successive rate of implementation of change (4.45). This means that if

the organization will enact changes, its implementations will be effective if it is accepted by most employees. Participation and positive communication between the employee-employer makes their works efficient and more productive.

CONCLUSIONS AND RECOMMENDATIONS

The study revealed the importance of management communication in an organization experiencing changes. This signifies that the health institutions of Sto.Tomas are manifesting changes in order to be successful foundation. This also means that the communication and participation of both employees and employers for the overall institutions contribute positively to the successful implementation of change. Also, it enlightens that health institutions use management communication to build effective communication and a good relationship among the employees and management.

Moreover, the present study shows the significant link between the management communication and organizational change in health institution in local context. This confirms the proposition of Lewin (1997), that management communication has a direct effect on organizational change effectiveness and that information is one the of the best way to motivates employees to participate and accept change. Likewise, this result validated Kotter's (1996) Change Management Theory, which emphasized how organizations manage the change within that are created by the intentional actions of the management – interacting with the employees and anchoring new culture to administer the manifested change to avoid resistance to change and strengthens the employee-employer relationship.

The overall management communication significantly influences the organizational change in health institutions. In terms of their singular capacities, tell and join are the dimensions that best influence the organizational change. However, sell and consult can also influence organizational change in health institutions but with the support of other dimensions. This means that the effectivity of implementing change is depending on how the organization manage to subdue and make the employees understand and work their responsibilities with

the said changes.

The result which underscores this study is that tell and join in their singular capacities significantly influence the organizational change in health institutions. Therefore, the researchers recommends the health institutions, to achieve the desired change, the management must build a positive relationship with the employee and must provide some activities that can boost the cohesion between their employees. This will motivates the employees to take their responsibilities if they are given the proper information and can join in the decision making process in the occurrence of implementing changes. This implies that the health institutions should incorporate ideas that centered on dealing changes for the both parties. The management need to recognizes their employees skills and let their employees become more acquainted with them.

Pursuing the above recommendation, the health institutions may deliver more effort to encourage the employees to be more participative and communicative about the welfare of the company. Also, employees should continue to adopt changes enthusiastically to prevent implementing change unsuccessfully and to help achieve effective communication within the organization while implementing changes. They should cooperate with every decision – making of the organization. They may also help to re-evaluate their dealings in the implementation of change to further increase its successive rate.

Additionally, the study found an existing significant relationship between management communication and organizational change in health institutions, thus, the management must be consistent in building relationship with their employees especially during the implementation of change to achieve the desirable outcomes. In the same manner, it is recommended to continue giving the employees the opportunity to engage theirselves in the supervision of the management in order for them to appreciate and learn the importance of the organizations plans. This can promote a positive feedback from the employees and their adequate participation and communication that will help the implementation of change be successful. Subsequently, future researchers can do some further research that this research was not able to cover up. Further, since the study revealed a low r – squared value, the researchers recommend studying the remaining factors that may affect the successful implementation of change within the organization.

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