ANALYSIS OF ORGANIZATIONAL COMMUNICATION THEORIES AND THEIR RELATION TO EMPLOYEE BEHAVIOR CHANGE PROCESSES IN THE ORGANIZATION

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Analysis of organization functioning, in particular, the analysis of management decision-making and communications shows that organizations are not static but are dynamic in nature due to organizational changes. Change in organizations can occur for various reasons. Some of the changes may be imposed from outside, and some are initiated from within. Sometimes changes occur and are forced against the will of the organization and its employees.

In one way or another when it comes to organizational changes and implementing new attitude(s) or business behavior(s) there will be forces and people demonstrating resistance to alterations and adherence to the old and well-tested work models. The severity and intensity of the conflict between old and new is dependent on the extent of the changes and their significance for the organization and its personnel [1].

Three organizational communication theories are briefly described and analyzed in the next coming pages (also see Table 1). There has been an attempt to identify their relation in employee behavior change processes. It is assumed that an employee's change process begins right at the first day and moment he or she starts the job and therefore organizational assimilation theory of Frederic Jablin emphasizes the three stages of assimilation of a new entrant. The Fundamental Interpersonal relations orientation (FIRO) theory of William Schutz is a theory of needs that seeks to explore the notions of human behavior in communication within a small team. Finally, Cognitive dissonance theory of Leon Festinger states that dissonance occurs between behavior and belief. Furthermore, when dissonance is produced, people are motivated to reduce it not only in organizations but in their lives in general.

The organizational assimilation theory of Frederic Jablin explains how new individuals assimilate to an organization by means of communication. Frederic Jablin, the author of the theory has outlined three stages of assimilation of newcomers who enter an organization. The first stage is anticipatory socialization stage, in which a future new member of the organization seeks information about a certain organization. In addition, the anticipatory socialization process includes a person's expectations of the organization, whether conditions and terms of work will be a help or a hindrance to him or her. If these expectations are positive, a newcomer's comfort level will be high because this person will express a similar view with the organization and its goals. The second stage of assimilation is called the encounter stage. During this stage a new person learns about the organization, then he or she analyzes whether all expectations have been positive or negative. At this stage people at the organization usually help the new insiders to get accustomed with the organization. Then the final stage of the process of assimilation occurs. According to the organizational assimilation

theory, this final stage is known as Metamorphosis. It is a period when a new employee defines his or her role within the organization [2].

An individual's success in the organization is determined by the positive and effective processes of socialization. The individual should have a freedom to choose, whether to assimilate or not. The theory also describes some factors that affect a newcomer's ability to assimilate. These factors include a quality of training and orientation programs, organizational culture, managerial relationships, styles of communication etc.

Jablin in his theory makes an attempt to describe people's expectations of the job or a workplace. In addition to this, he describes the values that people place on various work positions and their feelings and emotions about particular organizations or companies. Jablin's theory of the organizational assimilation can be a good conceptual basis for managers and practitioners in order to facilitate newcomer's assimilation and socialization processes at work. Knowing these stages (anticipatory, encounter and metamorphosis) the professional can help a new person in the organization to socialize and accept changes smoothly.

Fundamental Interpersonal relations orientation (FIRO) theory of William Schutz is a theory of needs that seeks to explore the notions of human behavior in communication within a small team. The theory takes into account the reasons of what makes an individual respond or act towards others in a particular way and why a person does so being a group (team) member. Schutz stated that all individuals possess three needs. They are the needs for inclusion, control and affection.

The need for inclusion implies that an individual is driven by inner desire to establish a satisfactory relationship with people in order to interact in the group. In other words, during this inclusion period a person has a strong need to feel included. Such characteristics as a sense of acceptance, belonging to a certain group and significance in it fit into Schutz's profile of the person with a strong will for inclusion. Schutz states that the need for inclusion is important, because a person shows a good notion to be worthwhile within a group.

Schutz's views the next interpersonal need for control as "the need to establish and maintain a satisfactory relation with people with respect to control and power". The author states that some people in the group just want to be involved and be dependent, the others may want to make the rules, direct the group's activities and control everything.

If the need for inclusion is connected with being in and out, the need for affection is connected with being close. Affection is the third need of the group, according to the FIRO theory of William Schutz, a person in the group may exhibit feelings of a positive attachment to another member. It is possible that such person will dwell upon his or her positive feelings in the group, rather than on task accomplishments.

By describing interpersonal communication tendencies of people in the group, Schutz wanted to explain how these needs and motives appear to be in the group. Schuts believed that individual needs develop in response to the way he or she was treated in the past. He claimed that problems in the interpersonal relationships have their deep roots in childhood. He noted that a person, who fears inclusion, must have been ignored or mistreated as a child. Also, he said that the unloved child may have a difficulty in showing and receiving affection in adulthood.

This theory is interesting because it describes the motives and needs of people included in the group and their interpersonal communication relationships with each other. Furthermore, the theory seeks to find answers to such questions as "Will I fit in? (be it a small group or a large organization)", "How well will I fit in?", "How to make a good balance between all three needs described by the FIRO theory", "Who will take the leadership role", and "How all the roles will be delegated?". More questions could be posed and many are associated with change processes occurring at enterprises and their impact on organizational climate and goal achievement [3].

According to the Cognitive dissonance theory, dissonance occurs between behavior and belief. Leon Festinger stated that when dissonance is produced, people are motivated to reduce it. He also described dissonance as a distressing mental state in which people feel they happen to be doing things that don't fit with what they know or have the views that do not come up with other views they hold. Festinger stated that human beings avoid dissonance in order to stay safe and added that tension created by dissonance stimulate people to change their behavior or belief.

The main emphasis of cognitive dissonance theory is attitude change. Festinger described three hypotheses of mental mechanisms that people use to make sure that their actions and attitudes coincide. The first hypothesis states that selective exposure prevents dissonance. The author of the theory claimed that people tend to avoid information that might increase their tension or they select books, friends, TV programs that are similar or consistent to their beliefs and attitudes. By doing so, people try to maintain their own relative comfort zone.

The second hypothesis states that post decision dissonance creates a need for reassurance. People tend to doubt whether they have made the right decision. Consequently, they seek reassuring information or social support for their decisions.

The third hypothesis states that minimal justification for action induces a shift in attitude. People usually look for support and if this support is additionally rewarded then they can easily shift their attitude or belief.

Festinger's theory has some weaknesses and has been criticized by several scholars in communication and psychology fields. One of them is E. Aronson, who stated that cognition dissonance theory fails to describe the conditions under which an individual experiences dissonance.

In spite of such criticism the cognition dissonance theory has made a significant influence to the field of attitude change. This theory proves the fact that people who are willing to stimulate a consistent change in attitude may consider an ongoing, warm relationships with other people they want to have an impact on [4].

Table 1.

A list of theory names, their brief description and author information

№	Theory name and author information	Theory brief description
1.	Organizational assimilation theory Frederic Jablin (1952-2004) In 1994 Frederic Jablin was one among other team members to establish the new Jepson School of Leadership studies at the University of Texas (Austin). He received many awards for research and teaching in the fields of leadership and communication studies. He was on numerous editorial boards for professional journals [5]	This theory explains how new individuals assimilate to an organization by means of communication. The author of the theory outlined three stages of assimilation of newcomers who enter an organization: anticipatory socialization stage, encounter stage and the metamorphosis stage.
2.	Fundamental Interpersonal relations orientation (FIRO) theory of William Schutz (1925 - 2002) William Schutz was a president of his own organizational consulting firm. In 1960 he was a leader in the encounter group movement. This movement was also known as "humanistic psychology" or "sensitivity training" movement which promoted open and honest sharing of true feelings between the members of the group [6].	This is a theory of needs that seeks to explore the notions of human behavior in communication within a small team. The theory takes into account the reasons of what makes an individual respond or act towards others in a particular way and why a person does so being a group member. Schutz stated that all individuals possess three needs. They are the needs for inclusion, control and affection.
3.	Cognitive dissonance theory Leon Festinger (1919 - 1989) He was a social psychologist and created several theories that involved social influences, communication in small groups and social comparison processes. He became a major influence in the social psychological field and had several awards and honors [7].	The author of this theory stated that when dissonance is produced, people are motivated to reduce it. He also described dissonance as a distressing mental state in which people feel they happen to be doing things that don't fit with what they know or have the views that do not come up with other views they hold.

Next is an example of organizational assimilation theory by Frederic Jablin in practice. The theory is presented further with its conceptual tenets that are applicable for many organizations. When a new employee enters an organization, he or she experiences three stages of assimilation process. The structure of the organization should be unique and special in its own way that is why a great emphasis should be put on the anticipatory stage of the new employees' assimilation. It is important for the staff of the organization to form a positive attitude that a new person may have towards it.

First of all, an employee should be provided with information concerning the structure of the organization. For this, a number of printed materials, such as leaflets and handouts are usually distributed. If the organization has its own website, the newcomer may seek information there. Moreover, a mentor must be assigned for the newcomer who introduces the organization to him or her. It should be said that the organization should support continuous learning of its workers. Different orientation programs and trainings should be constantly held there. Gradually, at the encounter stage, the new employee finds himself or herself doing some new tasks. The staff must be supportive and willing to help the new employee to socialize as soon as possible. Due to the steps taken by the organization, such as maintaining a constant learning environment, establishing a warm and cooperative atmosphere and commitment the final stage of assimilation is almost unobservable. The new employee becomes an insider, performs more and more tasks and defines his or her role at the organization.

An individual's success in the organization is determined by the positive and effective processes of socialization and changes associated with it. The organizational assimilation theory identifies some factors that may foster proper attitude at the beginning of worker assimilation. These factors include a quality of training and orientation programs, organizational culture, managerial relationships, styles of communication etc.

On the one hand an organization ought to do everything to make sure that an employee is adapting well so to produce results, on the other hand the need for inclusion means that an individual is driven by inner desire to establish a satisfactory relationship with people in order to interact in the group or organization. This is what was implied by the FIRO theory of Schutz.

Cognitive dissonance theory has been described in the article to illustrate people tendencies to avoid information or type of work that might increase their tension at an enterprise or their usual life. An implication for the organization and its management is multifold: employee comfort zones could be maintained with proper organization of communication channels pertinent to including changes system wide, transparency of information and its adequate interpretation should be assured by means of feedback and other management tools and last but not least, organizational climate itself must nurture the understanding of people diversity, needs and motives. All above is necessary to find a common ground for all in order to foster growth and achievement of organizational goals in the long term.

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