Impact of Organizational Communication in Job Satisfaction and Organizational Commitment

(Case Study Maskan Bank Guilan)

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Abstract

The present study is performed with the aim study of impact of organizational communication in job satisfaction and organizational commitment. Method of current study is descriptive type. Given the spatial and temporal domains, research statistical population is consisted of 440 employees of Gilan Maskan Bank. The statistical sample of present study was simple random sampling, and using Morgan table has been determined 263 employees of Gilan Maskan Bank. In this research to determine the reliability of the questionnaire was used the Cronbach's alpha with emphasis on questions internal consistency and that is calculated by LISREL software. In this study, for analysis of data were used existing methods in descriptive statistics included frequency distribution tables, mean, variance, standard deviation and percent and also inferential statistics included using structural equation modeling.

Keywords : Organizational Communications, Communication Activities, Communication Satisfaction, Job Satisfaction, Emotional Commitment
Introduction

Managers will spend more than 75 percent of its activity time for implementing some of the communication techniques. Evidence shown internal communication's high importance extreme. Research conducted by Marino and Faktol (1988) show there is a positive relationship between the amount of time spent on communication and important activities such as actions leading to job satisfaction. Result of these findings, in many organizations, do spend significant human and financial resources for development of effective internal communication systems and facilitate of communication techniques and also strengthening the staff's ideal information at all levels of organizational. According to research conducted in the employee's behavior is influenced by own attitudes, hence, aware of them is essential for managers. However, must be acknowledged that for organization managers lack importance awareness of all staff attitudes, and managers haven't interested in knowing all these attitudes. In fact, managers are more interested in knowing categories of attitudes is related to work and organization. According to research conducted in this case three attitudes major has attracted most attention from researchers, The three attitudes included job dependence, job satisfaction and emotional commitment. (Shiuan, 2010)

The issue expression of research

One of the major problems of banks is tend to displace employees, low working, lack of dependence and low motivation and finally tend to leave of organization by staff. This is associated high costs for banks. Also can be noted to lowered productivity and increase costs as training, empowerment, employment and employing, and also loss of organizational knowledge, that is very costly and cumbersome. (Buck & Waston 2002)

Job satisfaction be said to individual general attitude about own job. Someone is not high its job satisfaction, is unhappy with to own job and has a negative attitudes (Gilaninia 2011). Job satisfaction is born factors such as working environmental conditions, job organizational system, relations governing the work environment, social factors and cultural factors (Simons2002). Organizational commitment is linked individuals with organization that is characterized by three factors including "strong believe and acceptance of organization goals and values, emotional commitment", Tend to great effort for
organization, *continuous commitment*", and "strong desire to remain in the organization, *duty commitment* " (Leach2005). Factors of individual, job, organizational and extra-organizational job satisfaction are influence on organizational commitment (Meyer, 2001). Satisfaction of communication is employee's effectiveness evaluate from organization's communication actions and has multi-dimensional structure. Effective communication means sender all messages that sends by any means, verbal or non-verbal receives destination or recipient. (Farhangi and Associates, 2004)

**Previous research**

1. Bakhtiar Nasrabadi et al. in 2008 have done as "The relationship between job nature and job satisfaction Esfahan Steel Company". The results showed that there are positive and significant relationship between Labor value, independence, job opportunities, job facilities, and job challenge with job satisfaction.

2. A study was done by Brandt as "The relationship between job characteristics related to organizational commitment and life satisfaction for Female employees of higher education in Slovakia". Results showed that women have greater commitment to own organization by internal control locus and there is not relationship between control locus and life satisfaction and also women who were more familiar with own organizational role have greater life satisfaction and organizational commitment.

3. Chen and Sun in 2009 have done a study about "The relationship between organizational commitment, employee satisfaction and job performance in China". The results showed that there are positive and significant relationship between organizational commitment, employee satisfaction and job performance. Also organizational commitment and employee satisfaction have a direct and positive impact on job performance. Job performance have a direct and positive impact on organizational commitment and employee satisfaction. In fact, it is a mutual relationship.

4. Falnberg and Schinzer reviewed a subject as "The relationship between organizational commitment and job satisfaction with staff absenteeism of displacement". Found to negative relationship between organizational commitment and job satisfaction with staff absenteeism of
displacement and the results showed that there is positive and significant relationship between duty commitment and staff relocation.

Theoretical Research

Organizational Communication: Communication include technique of information transfer and human's thoughts and behaviors from a person to other person. Word communication is represents all the currents that by them a thought can be affect the another thought (Moghimi, 2005). Organizational communication as an academic plan examines signs, signals, media relations and interactions between individuals, organization communication networks and belief encounters in organization. (Steyrer et al, 2008)

Communicative Activities: Communication measures is full range from formal and informal activities, may be initiated by anyone in the organization, However, responsibility this communication is for the management, that must be effective and timely and important. Eight factors considered for communication measures assessed in organization by five-item Likert range included:

1. Received information from others
2. Sent information to others
3. Follow sent information to others
4. Information key sources
5. Timely receipt from the key sources
6. Organizational communication relationships
7. Organizational Results
8. Communication channel

(Danek, 2009)

Communication Satisfaction: Includes feel satisfied from various aspects of communication in an organization (Becker1993). In total communication satisfaction is an employee's effective evaluation of communication methods in organization and could be considered as an multidimensional construct. In this study, is used Danz and Hazen's communication satisfaction questionnaire by Likert spectrum in distance scale:

1. The information provided about the amount of job advancement
2. Provide guidelines for related solving problems
3. Amount of benefits organizational communications
4. Good holding meetings and gatherings
5. Amount of supervisor trust

(Danek, 2009)

**Job Satisfaction:** Job satisfaction include person's attitude towards own job and refers to all desires or positive feelings that people have towards own jobs. In other words, job satisfaction is affected by several factors such as payroll, communications, policies, procedures, job dimensions, order the work and personality characteristics of employees. In this study is used the Minnesota job satisfaction questionnaire Likert spectrum in space scale:

1. The opportunities for advancement in this job.
2. Providing social base by job
3. Supervisor competence
4. Working conditions and generally environment
5. Amount of interaction and cooperation

(Jahani 2009)

**Emotional Commitment:** Emotional commitment is the relationship and emotional attachment to the organization and participation in it. In this study is used Allen and Meyer's organizational commitment questionnaire Likert spectrum in space scale.

1. Spend time of holiday in the organization
2. Proud membership in the organization
3. Sense of belonging to organization

(Gilaninia 2012).
Models of Research

![Conceptual Model of Research](image)

**Figure 1**: Conceptual Model of Research

(Kreitner et al 1999)

**The research hypotheses**

**The first hypothesis**: There are relationship between staff assessment from communication actions and their satisfaction from communications in Gilan Maskan Bank.

**The second hypothesis**: There are relationship between staff assessment from communication actions and their job satisfaction in Gilan Maskan Bank.

**The third hypothesis**: There are relationship between staff assessment from communication actions and their job satisfaction with regard to employee satisfaction in Gilan Maskan Bank.

**The fourth hypothesis**: There are relationship between staff assessment from communication actions and their emotional commitment in Gilan Maskan Bank.
The fifth hypothesis: There is a relationship between staff assessment of communication actions and their emotional commitment with regard to employee satisfaction in Gilan Maskan Bank.

Research Methodology

This research based on data collection methods is descriptive and survey type. The statistical population of the present study is employees of Gilan Maskan Bank, with a number of 440. Considering the fact that sampling is performed both overall and potential, in this study due to easy access to information of the mentioned statistical population, automation equipment systems, sampling method is simple random. Sample size using the formula of minimum specimen volume was estimated at 253. Method of data collection for this study is field methods.

Validated of Questionnaire

The most famous reliability coefficient is Cronbach's alpha. Cronbach's alpha coefficient is as follows:

Table 1: Cronbach's alpha coefficient

<table>
<thead>
<tr>
<th>Row</th>
<th>Variable</th>
<th>The number of questions</th>
<th>The alpha level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Satisfaction with Communication</td>
<td>35</td>
<td>0.763</td>
</tr>
<tr>
<td>2</td>
<td>Job Satisfaction</td>
<td>17</td>
<td>0.794</td>
</tr>
<tr>
<td>3</td>
<td>Communication Actions</td>
<td>10</td>
<td>0.768</td>
</tr>
<tr>
<td>4</td>
<td>Affective Commitment</td>
<td>8</td>
<td>0.805</td>
</tr>
</tbody>
</table>

Methods of data analysis

Methods of data analysis in this study is descriptive analysis included table of descriptive statistics and histograms and also inferential analysis included using structural equation modeling.
Test Results

The first hypothesis: There is a relationship between staff assessment from communication actions and their satisfaction from communications in Gilan Maskan Bank.

According to the basic model of research in a state of significant numbers, the amount of t-statistics is equal to 8/31 and because it is located outside the interval of (-1/96, 1/96) this hypothesis is confirmed. According to the standardized coefficients, the intensity of the relationship between staff assessment from communication actions and their satisfaction from communications is equal to 0.72.

The second hypothesis: There is a relationship between staff assessment from communication actions and their job satisfaction in Gilan Maskan Bank.

According to the basic model of research in a state of significant numbers, the amount of t-statistics is equal to 6/73 and because it is located outside the interval of (-1/96, 1/96) this hypothesis is confirmed. According to the standardized coefficients, the intensity of the relationship between staff assessment from communication actions and their job satisfaction is equal to 0.78.

The third hypothesis: There is a relationship between staff assessment from communication actions and their job satisfaction with regard to employee satisfaction in Gilan Maskan Bank.

Considering that the relationship between staff assessment from communication actions and their satisfaction from communications is confirmed, the relationship between communication actions and job satisfaction can be calculated as follows:

\[ 0.72 \times 0.78 = 0.56 \]

The fourth hypothesis: There is a relationship between staff assessment from communication actions and their emotional commitment in Gilan Maskan Bank.

According to the basic model of research in a state of significant numbers, the amount of t-statistics is equal to 7/25 and because it is located outside the interval of (-1/96, 1/96) this hypothesis is confirmed.
1/96) this hypothesis is confirmed. According to the standardized coefficients can be said that intensity of relationship between staff assessment from communication actions and their emotional commitment is equal to 0/74.

The fifth hypothesis: There are relationship between staff assessment from communication actions and their emotional commitment with regard to employee satisfaction in Gilan Maskan Bank.

Considering that is confirmed relationship between staff assessment from communication actions and their satisfaction from communications and also satisfaction from communications and their emotional commitment, so can say that communication actions has an effect on emotional commitment through creation satisfaction from relations. Its amount of is as follows:

\[ 0.72 \times 0.74 = 0.53 \]

Conclusions

After the test hypotheses and according to the research model, there are significant and positive relationship between the study variables. Intensity of the relationship between staff assessment from communication actions and their satisfaction from communications is equal to %72, between staff assessment from communication actions and their job satisfaction is equal to %78, between staff assessment from communication actions and their job satisfaction with regard to employee satisfaction is equal to %56, between staff assessment from communication actions and their emotional commitment is equal to %74, and also between staff assessment from communication actions and their emotional commitment with regard to employee satisfaction is equal to %53, in confidence level %95 and all hypotheses are confirmed.

Suggestions for future research

1. This research is conducted in other organizations.
2. Components of emotional commitment and job satisfaction to be compared in private and public organizations.
3. Communication satisfaction and satisfaction actions should be evaluated by other variables.
Limitations of Research

1. Methodology was employed to test mediators is required making hypotheses about study by us, whereas available data be prove this hypothesis.

2. Our study was concentrated on organization In the public sector that was active In the banking industry. More research is necessary for determine whether communications identified is generalize to other types of organizations in other industries.

3. In the future researches be performed by tools larger scale in various statistical population.
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