

# **The Effect of Communication Satisfaction on Organizational Commitment**

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## **Abstract**

Organizational commitment is to make an effort with everyone from the personnel at the bottom level to the top management in order for the organization to believe in its goals and objectives and to achieve these. In order to make this effort, there must be a strong communicational connection within the organization. Communication satisfaction among the employees within the organization may also affect the organizational commitment. From this point of view, the organizational commitment and internal communication satisfaction of the employees, one of the most important values of the organizations, were studied and the effect of communication satisfaction on organizational commitment was revealed having the link between these two concepts examined. For this study, the employees of Garanti Bank, one of the most influential banks in Turkey's banking sector were surveyed and this mentioned effect was examined using communication satisfaction and commitment surveys.

**Key words:** Communication satisfaction, organizational commitment

## **1.Introduction**

The organization in a globalized world has had not only to maintain their identity but also to keep up with the age. In order for the organizations to stand strong, to make a difference and to succeed, they must manage the communicational processes strategically. Therefore, a well-managed corporate communication is of great importance.

Corporations are the work places in which individuals spend most of their time within the day. Besides fulfilling their tasks and responsibilities, the employees also try to manage their relations with their subordinates and superordinates within the corporation. There are a lot of people different from one other in terms of both the demographic aspects and their belief systems and life styles. The most important role of internal communication is to meet mutual expectations and demands between the executives and the employees.

At this point, one of the most important concepts that we face is communication satisfaction. In accordance with the content of the research at hand, communication satisfaction can sometimes be considered as a criteria, while it can also be considered a theory constructing concept or a function that improves communicational skills. A high communication satisfaction has a direct effect on employee motivation, work satisfaction, performance and efficiency.

A high level of communication satisfaction also leads to individuals' sense of "membership" and "belonging". Desired levels of corporate communication and communicational satisfaction also affect organizational commitment. Corporate communication and communication satisfaction has a significant role on deriving employees' commitment. From this point of view, in this research, the effect of internal communication satisfaction on organizational commitment shall be analyzed.

### **1.1. Communication Satisfaction**

Communication satisfaction is a general concept that covers the communication and feedback between executives and employees, horizontal and vertical communications, work related information and communication among departments. Communication satisfaction carries a personal meaning. Even two people working under same department and same conditions may have different opinions. In accordance with the content of the research conducted, communication satisfaction can sometimes be considered as a criteria, while it can also be considered as a theory constructing concept or a function that improves communicational skills.

In researches conducted, communication satisfaction has been defined in many different ways. Thayer (1969) defined communication satisfaction as 'the personal satisfaction a person experiences when communicating successfully' while Crino and White (1981) viewed it as 'an individual's satisfaction with various aspect of the communication occurring in his organization'.

The communication satisfaction construct, operationalized by Downs and Hazen in 1977, has become a successful research stream in organizational communication. More than thirty studies have been completed using the 'Communication Satisfaction Questionnaire, (*Clampitt & Downs, 1987; Clampitt & Downs, 1993*) and expanded form of it called the 'Communication Audit Questionnaire' (*Downs, 1990*) The structure of the communication between the employees and executives within a corporation may affect the communication among the individuals, the way they perform their work and their commitment to work. Therefore, in order to speak of a communication satisfaction, a two-way information flow in internal communication carries a great importance.

Two-way information sharing is one of the factors that contributes communication satisfaction. Well established mutual communication may also affect the life at work

positively in terms of providing new perspectives for the corporation as well as enhancing individual satisfaction. Approaches such as asking for the employees' opinions during the decision making process, getting them involved during the meetings and giving them the chance to meet the management also affect the work performance. It is expected that the more employees within a corporation feel they are appreciated both as an employee and as an individual, the more communication satisfaction there will be.

## **1.2. Organizational Commitment**

The commitment concept is among the most interesting and studied subjects in behavioral sciences, business life and management. Wiener (1982:418) stated the following lines about the commitment; 'Commitment is viewed as a normative motivational process clearly distinctive from instrumental-utilitarian approaches to the explanation of work behavior'

In corporate culture, commitment and organizational commitment are two closely involved concepts. According to O'Reilly (1989:17), organizational commitment is 'typically conceived of as an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the values of the organization'. According to another definition, organizational commitment is defined in terms of the strength of an individual's identification with an involvement in a particular organization.

Porter, Steers and Boulian (1973) states that commitment is characterized by three factors:

- a strong belief in and acceptance of the organization's goals and values,
- a willingness to exert considerable effort on behalf of the organization
- a definite desire to maintain organizational membership

Many different definitions has been made about organizational commitment. Mowday, Steers and Porter (1979:225) considered the following about the definitions related to organizational commitment:

"Although approaches to the definition of organizational commitment may vary considerably (Becker, 1960; Brown, 1969; Buchanan, 1974; Grusky, 1966; Hall, Schneider, & Nygren, 1970; Hrebiniak & Alutto, 1972; Kanter, 1968; Salancik, 1977; Sheldon, 1971; Weiner & Gechman, 1977), certain trends are evident. In particular, many of these definitions focus on commitment-related behaviors. A second trend that emerges from the available theory is to define commitment in terms of an attitude."

Organizational commitment essentially expresses positive feelings, dedication and commitment towards the corporation. Organizational commitment is to believe in the goals and objectives of the corporation and to work towards the achievement of these with everyone from the bottom level employees to upper level management involved in the corporation.

Even though organizational commitment differs among the people or corporations, it is categorized according to some common aspects which may be observed in every corporation and individual. These are affective commitment, continuance commitment and normative commitment. The most suitable form of organizational commitment is affective commitment. Affective commitment is the commitment of the individual to the corporation with an emotional attachment. Employees in the corporations accept the corporate values and they want to be a part of the corporation. This is a state of an ideal "happiness" for the employee. In affective commitment employees stay faithful to the corporation and do not hesitate to take further responsibilities. The individuals consider themselves as a part of the corporation and they feel a sense of "belonging" to the corporation.

In continuance commitment, 'because continuance commitment reflects the recognition of costs associated with leaving the organization, anything that increases perceived costs can be considered an antecedent. The most frequently studied antecedents have been side sets, or investments and the availability of alternatives.

From another point of view, 'age, length of service, satisfaction based on promotional opportunities and salary, desire to leave the corporation and turnover are more related to financial commitment more than attitudinal commitment'. According to continuance commitment, employees adopt the behaviors for their own benefits. In normative type commitment, values that an individual attributes to the corporation and are internalized by him are more prominent. Corporation investing on individuals means a lot for the individual. In normative commitment, individual's own value judgment and values of the corporation meet on a common ground. Individuals internalizing the corporation's values are expected to have a positive commitment to the corporation. Besides being a member of a group and socializing, individual opinions and beliefs affect his relation with the corporation. In normative commitment individuals' 'values' and 'beliefs' lead the employees.

## **2. Research Method**

The goal of this research is to determine the communication satisfaction of the employees and determine the effect of this satisfaction on organizational commitment. In the corporation chosen accordingly, having determined the effect of communication satisfaction on organizational commitment, the relation between communication satisfaction and commitment is examined.

As a research model, survey model was chosen. The current state of communication satisfaction and organizational commitment, the employees' commitment to the corporation and future expectations are examined by using surveys.

H1: communication satisfaction influence organizational commitment.

The employees of Garanti Bank were chosen as the population for the research. As a sample group, the executives and employees at Garanti Bank Head Office (Istanbul) and Garanti Bank Ankara Kucukesat Branch were chosen. There are 1200 employees in Garanti Bank Head Office and 25 employees at Garanti Bank Ankara Kucukesat Branch. Convenience sampling method was used at sampling selection.

Within the scope of the research, a total of 200 survey forms were sent to the head office and 140 of them were sent back answered. 25 surveys were sent to Kucukesat Branch and 23 of them were sent back answered. 163 surveys in total were examined. %72 of the employees targeted were reached. The data derived from these surveys are analyzed in SPSS\* program.

In the first section of the research, in 'Communication Satisfaction' section, Downs and Hazen's 'Communication Satisfaction Questionnaire' was used. Based on Cal W. Downs and Michael D. Hazen's study entitled 'A Factor Analytic Study of Communication Satisfaction'<sup>1</sup> published on 'The Journal of Business Communication' in 1977, the questionnaire form published on the surveys' web page<sup>2</sup> was taken. On the subject of 'Organizational commitment', the third section of the research, the questionnaire form in Meyer, Allen, & Smith's<sup>3</sup> article 'Commitment to Organizations and Occupations: Extension of Test of a Three-Component Model' published in 1993 was applied.

### **2.1. Results**

30% of Garanti Bank employees are between the ages of 27 to 30, 47% of the participants are male and 53% are female. 40.5% of the employees had worked in this corporation for a period of time between 4 and 7 and 57% have bachelor's degree. 67.5% of

Garanti Bank employees consists of bankers, while 43% work as officials and experts in this corporation. The information related to the demographic variables of the participants is seen on Table 1.

**Table 1: Descriptive Statistics of Demographic Variables**

N=163	Categories	f	%
Age	<= 26	13	8
	27 - 30	49	30.1
	31 - 35	41	25.2
	36 - 40	32	19.6
	41+	28	17.2
Gender	Male	77	47.2
	Female	86	52.8
Term of Employment	<= 0 (less than 1 year)	8	4.9
	1-3	29	17.8
	4-7	66	40.5
	8-10	15	9.2
	11-15	27	16.6
	16+	18	11
Educational Background	Primary School	2	1.2
	Secondary School	1	0.6
	High School	12	7.4
	Associates Degree	30	18.4
	Bachelor's Degree	93	57.1
	Post Graduate/Doctorate	25	15.3
Profession	Banker*	110	67.5
	Architect	10	6.1
	Engineer	10	6.1
	Finance	8	4.9
	Economist/Management/Statistics	7	4.3
	Technician	7	4.3
	Attendant	4	2.5
	Assistant/Secretary	3	1.8
	Consultant	2	1.2
	Other**	2	1.2
Position at the corporation	Official/Expert	70	42.9
	Executive/Branch Manager	40	24.5
	Assistant/Secretary	23	14.1
	Director	19	11.7
	Attendant/Security Staff	11	6.7

### 2.1.1. Communication Satisfaction Survey

There is a total of 41 questions in the communication satisfaction survey where the 1st and 4th to 28th questions are in licert scale question format; 2nd and 29th to 40th questions are multiple choice questions and 3rd and 41st questions are open ended.

**Table 2:** The distribution of the responses given to the question ‘How satisfied are you with your job?’ is as follows:

<b>N</b>	163
<b>Mean</b>	4.07
<b>Std. Deviation</b>	0.704

The employees of Garanti Bank were asked how satisfied they were with their job. It is seen that they are satisfied with their job with an average of 4.07 points.

**Table 3:** The distribution of the responses given to the question ‘In the past six months, what has happened to your level of job satisfaction?’ is as follows:

	<b>f</b>	<b>%</b>
Stayed the same	138	84.7
Gone up	25	15.3
<b>Total</b>	163	100

Table 3 shows the changes in job satisfaction levels of the employees. The percentage of the employees for whom it had stayed the same is 85% while those for whom it had gone up are 15%. No one responded as it had ‘gone down’, therefore it wasn’t taken into the consideration. The distribution of the responses given to another question; ‘If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how.’ is as follows: 78% of the employees did not responded to the question about any changes to make them more satisfied about the communication associated with their job. 6% of those who responded stated that they ‘do not experience any problem with the communication’ and 1.2% of them expressed their own solutions about the changes to be made by stating ‘there should be more empathy (for employees from executives)’. The other responses included expressions such as the communication needed to be honest, open and clear, the needs of the employees should be better evaluated, business load and distribution of income should be equalized, they needed to be informed better about their line of work, there should be a more transparent share of information, more organizations should be arranged for them to spend time with their colleagues, there should more face to face communication and they should be able to communicate with the executives more easily.

**Table 4: Communication Satisfaction Measures**

	<b>(Mean)</b>	<b>(Std. on)</b>
4. Information about my progress in my job	3.84	0.711
5. Personnel news	3.84	0.745
6. Information about organization policies and goals	4.06	0.717
7. Information about how my job compares with others	3.56	0.876
8. Information about how I am being judged	3.72	0.828
9. Recognition of my efforts	3.74	0.907

10. Information about departmental policies and goals	4.04	0.773
11. Information about the requirements of my job	4.12	0.652
12. Information about government action affecting my organization	3.60	0.991
13. Information about changes in the organization	3.83	0.821
14. Reports on how problems in my job are being handled	3.87	0.802
15. Information about employee benefits and pay	3.64	0.858
16. Information about organization profits and financial standing	3.96	0.831
17. Information about accomplishments and/or failures of the organization	3.97	0.773
18. Extent to which my superiors know and understand the problems faced by subordinates	3.69	0.827
19. Extent to which organization communication motivates and stimulates an enthusiasm for meeting its goals	3.74	0.830
20. Extent to which my superior listens and pays attention to me	3.89	0.794
21. Extent to which the people in my organization have great ability as communicators	3.75	0.794
22. Extent to which my supervisor offers guidance for solving job related problems	3.91	0.749
23. Extent to which the organization's communication makes me identify with it or feel a vital part of it	3.66	0.904
24. Extent to which the organization's publications are interesting and helpful	3.77	0.863
25. Extent to which my supervisor trusts me	3.96	0.661
26. Extent to which I receive on time the information needed to do my job	3.99	0.711
27. Extent to which conflicts are handled appropriately through proper communication channels	3.76	0.752
28. Extent to which the grapevine is active in our organization	3.06	1.067
29. Extent to which my supervisors is open to ideas	3.93	0.766
30. Extent to which horizontal communication with other employees is accurate and free-flowing	3.90	0.725
31. Extent to which communication practices are adaptable to emergencies	3.87	0.698
32. Extent to which my work group is compatible	4.13	0.583
33. Extent to which our meetings are well organized	4.02	0.675
34. Extent to which the amount of supervision given me is about right	3.86	0.702
35. Extent to which written directives and reports are clear and concise	4.09	0.596
36. Extent to which the attitudes toward communication in the organization are basically healthy	3.95	0.683
37. Extent to which informal communication is active and accurate	3.71	0.808
38. Extent to which the amount of communication in the organization is about right	3.88	0.655

Garanti Bank employees were asked to express what would make them more satisfied about the quantity and quality of the information shared by their corporation. Employees mostly responded to items such as 'Extent to which my work group is compatible, 'Information about the requirements of my job, 'Extent to which written directives and reports are clear and concise, 'Information about organization policies and goals, 'Information about departmental policies and goals' and 'Extent to which our meetings are well organized'. Less responded items included; 'Extent to which the grapevine is active in our organization, 'Information about how my job compares with others, 'Information about government action affecting my organization, 'Information about employee benefits and pay and 'Extent to which the organization's communication makes me identify with it or feel a vital part of it and 'Extent to which my superiors know and understand the problems faced by subordinates'.

**Table 5: The distribution of the responses given to the question, ‘How would you rate your productivity in your job?’ is as follows:**

	f	%
Low	1	0.6
Average	10	6.1
Slightly lower than most	33	20.2
Slightly higher than most	92	56.4
Very high	27	16.6
<b>Total</b>	163	100

On Table 5, the employees were asked to rate their productivity in their jobs. The participants mostly saw their productivity “slightly above the average”. The least preferred option was ‘low’. Two options; ‘very low’ and ‘high’ was not taken into the consideration.

**Table 6: The distribution of the responses given to the question, ‘In the past six months, what has happened to your productivity?’ is as follows:**

	f	%
Stayed the same	48	29.4
Gone up	112	68.7
Gone down	3	1.8
<b>Total</b>	163	100

Table 6 shows the productivity of the employees within the last 6 months. 69% of the employees thought that their productivity had increased. 29% of the participants thought that their productivity had stayed the same while 2% thought their productivity had gone down.

The distribution of the responses to another question; ‘If the communication associated with your job could be changed in any way to make you more productive, please tell how.’ is as follows.

Garanti Bank employees were asked to express their opinions about if any change about the communication associated with their jobs could be made, how it would be done. 82.2% of the employees (134 people) did not respond to this question. 2.5% of the employees expressed their opinions by saying ‘no change needs to be made’ and ‘through pay increase’. The other responses consisted of opinions such as; less work load, more empathy, more and regular feedback, being appreciated, giving encouragement awards, promotions by being led by executives and more opportunities for face to face communication.

**Table 7: Organizational Commitment Survey**

	(mean)	(Std. Deviation)
1. I would be very happy to spend the rest of my career with this organization.	4.12	0.849
2. I really feel as if this organization's problems are my own.	4.00	0.909
3. I do not feel a strong sense of "belonging" to my organization. *	3.60	1.173
4. I do not feel "emotionally attached" to this organization. *	3.63	1.128
5. I do not feel like "part of the family" at my organization. *	3.66	1.135
6. This organization has a great deal of personal meaning for me.	3.94	0.811
7. Right now, staying with my organization is a matter of necessity as much as desire.	2.95	1.047
8. It would be very hard for me to leave my organization right now, even if I wanted to.	3.74	0.920
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	3.39	1.038

10. I feel that I have too few options to consider leaving this organization.	3.27	1.019
11. If I had not already put so much of myself into this organization. I might consider working elsewhere.	3.36	0.993
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	2.87	0.991
13. I do not feel any obligation to remain with my current employer. *	3.35	1.028
14. Even if it were to my advantage. I do not feel it would be right to leave my organization now.	3.63	0.943
15. I would feel guilty if I left my organization now.	3.29	1.076
16. This organization deserves my loyalty.	3.83	0.886
17. I would not leave my organization right now because I have a sense of obligation to the people in it.	3.50	0.958
18. I owe a great deal to my organization.	3.72	0.871

\*(R) (reversed key) these items were polarized.

This survey conducted to measure the commitment of Garanti Bank employees to their corporation consists of 3 stages. The first 6 questions are intended to measure the affective commitment, next 5 questions to measure continuance commitment and the last 6 questions measure normative commitment. The highest rated question about the commitment were seen on the expression 'I would be very happy to spend the rest of my career with this organization' with a 4.12 points. The lowest rate were expressed as 'one of the few negative consequences of leaving this organization would be the scarcity of available alternatives' with 2.87 points.

In the commination satisfaction measure, first of all, the compliance of the data with the factor analysis was tested. Kaiser-Meyer-Olkin value was 0.94. Kaiser-Meyer-Olkin value is above the required value of 0.60. Barlett test was also sufficient. (Tabachnick and Fidel, 2007) ( $X^2=4.140$ ,  $df=528$   $p<0.05$ ). There were no items found below the common variance, 0.40. All 33 items were included in factor analysis. As a result of factor analysis, 4 factors were found to have higher values than eigenvalue (1). The factors respectively expressed 21.2%, 16.3%, 14.7% and 11.9% of the total variance. These four factors expressed 64.2% of the total variance. Cronbach's Alpha measure for reliability was between 0.91 and 0.84, within the acceptable range.

**Table 8: Organizational Commitment Survey Factor Structure**

(Factor)	(Item)	Factor Loads	(Variance)	Cronbach's Alpha
Factor 1	Recognition of my efforts	0.768	21.220	0.899
	Extent to which my superior listens and pays attention to me	0.720		
	Extent to which my supervisor offers guidance for solving job related problems	0.654		
	Information about how my job compares with others	0.652		
	Extent to which organization communication motivates and stimulates an enthusiasm for meeting its goals	0.651		
	Extent to which my superiors know and understand the problems faced by subordinates	0.649		
	Information about how I am being judged	0.648		
	Reports on how problems in my job are being handled	0.621		
	Extent to which the organization's communication makes me identify with it or feel a vital part of it	0.594		
	Information about my progress in my job	0.564		
	Extent to which my supervisors is open to ideas	0.533		
	Personnel news	0.525		
	Information about employee benefits and pay	0.479		
	Extent to which I receive on time the information needed to do my job	0.438		
Factor 2	Information about organization policies and goals	0.741	16.396	0.845
	Information about accomplishments and/or failures of the organization	0.727		
	Information about organization profits and financial standing	0.698		
	Information about changes in the organization	0.638		
	Information about departmental policies and goals	0.586		
	Information about government action affecting my organization	0.563		
Factor 3	Extent to which the organization's publications are interesting and helpful	0.519	14.722	0.901
	Extent to which my work group is compatible	0.737		
	Extent to which communication practices are adaptable to emergencies	0.646		
	Extent to which the people in my organization have great ability as communicators	0.616		
	Extent to which my supervisor trusts me	0.575		
	Extent to which horizontal communication with other employees is accurate and free-flowing	0.563		
	Extent to which our meetings are well organized	0.539		
Factor 4	Information about the requirements of my job	0.482	11.913	0.911
	Extent to which the amount of communication in the organization is about right	0.761		
	Extent to which written directives and reports are clear and concise	0.620		
	Extent to which the attitudes toward communication in the organization are basically healthy	0.601		
	Extent to which the amount of supervision given me is about right	0.584		
	Extent to which conflicts are handled appropriately through proper communication channels	0.575		
Total Variance 64.25%				

The reliability of 14 items that constitute “*factor 1*” was found to be  $\alpha=0.899$ . In the factor analysis 21.2% variance was calculated. The reliability of 7 items that constitute “*factor 3*” was  $\alpha=0.901$ . 14.7% variance was calculated in factor analysis. The reliability of 5 items that constitute “*factor 4*” was  $\alpha=0.911$ . 11.9% variance was calculated in factor analysis. Since 28th and 37th questions of the measures affected the internal consistency, they were omitted from the research. The reason for obtaining results different from the original measures could be sampling errors or differences in meaning resulting from the translation of the survey questions from English to Turkish. Therefore, an evaluation based on the main structure of the survey was preferred using the original survey rather than factors resulted from the survey. Overall reliability of 33 items in communication satisfaction factors was found to be  $\alpha=0.969$ .

The results of the survey conducted for the measurement of Garanti Bank’s employees’ organizational commitment, is as follows: First of all, the compliance of the data

to the factor analysis was tested. Kaiser-Meyer-Olkin value was 0.81. KMO value was above the required value of 0.60. Barlett test was also sufficient<sup>4</sup>. ( $X^2=1.414.531$ ,  $df=153$   $p<0.05$ ) (Tabachnick and Fidell, 2007). No items were found to have values below the common variance, 0.40. All of the 18 items were included in the factor analysis. As a result of factor analysis, 5 factors were found to have eigenvalues above 1. Total variance of the factors found respectively expresses 17.1%, 16.1%, 14.1%, 15.0% and 10.4%. Total variance of these 5 factors expresses 68.4%. Cronbach's Alpha value calculated for the reliability test was between the values of 0.87 and 0.64, within the acceptable range.

Factor analysis of organizational commitment survey is as follows;

**Table 9: Organizational commitment original factor structure**

(factor)	Item	Factor	(Variance)	Cronbach's
Factor1	I would not leave my organization right now because I have a sense of loyalty to the people in it.	0.848	17.107	0.871
	This organization deserves my loyalty.	0.746		
	I owe a great deal to my organization.	0.621		
	This organization has a great deal of personal meaning for me.	0.610		
	I really feel as if this organization's problems are my own.	0.590		
	I would be very happy to spend the rest of my career with this organization.	0.543		
Factor2	I do not feel a strong sense of "belonging" to my organization.	0.898	16.175	0.845
	I do not feel "emotionally attached" to this organization.	0.879		
	I do not feel like "part of the family" at my organization.	0.845		
	I do not feel any obligation to remain with my current employer.	0.548		
Factor3	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	0.759	14.181	0.732
	I feel that I have too few options to consider leaving this organization.	0.724		
	It would be very hard for me to leave my organization right now, even if I had to.	0.702		
	If I had not already put so much of myself into this organization, I might be working elsewhere.	0.615		
Factor 4	Right now, staying with my organization is a matter of necessity as much as a matter of choice.	0.734	10.539	0.649
	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	0.677		
Factor 5	I would feel guilty if I left my organization now.	0.805	10.435	0.643
	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	0.701		
68.44% Total Variance				

The reliability of 6 items that constitute "Factor1" was found to be  $\alpha=0.871$ . In the factor analysis, the variance was 17.1%. The reliability of 4 items that constitute "Factor 4" was  $\alpha=0.845$ . 16.2% variance was obtained in factor analysis. The reliability of 4 items that constitute "Factor 3" was found to be  $\alpha=0.732$ . 14.2% variance was obtained in factor analysis. The reliability of 2 items that constitute "Factor 4" was found to be  $\alpha=0.649$ . 10.5

variance was obtained in factor analysis. The reliability of 2 items that constitute “Factor 5” was  $\alpha=0.643$ . 10.4% variance rate was obtained in factor analysis.

On the other hand, as a result of the factor analysis conducted, five factors related to the commitment were found. The reasons for this could be sampling errors and differences in meaning caused by the translation of survey questions from English to Turkish. Therefore, an evaluation based on the main structure of the survey was preferred abiding by the original survey rather than the factors resulted from the survey. Because reliability rates for each factor was high.

**Table 10: The Reliability Rates of Organizational Commitment Factors**

	Mean	Deviation	Reliability
Meyer, Allen & Smith Affective Commitment Factor	3.82	0.754	0.840
Meyer, Allen & Smith Continuance Commitment Factor	3.26	0.658	0.737
Meyer, Allen & Smith Normative Commitment factor	3.55	0.628	0.731

The highest rate in the survey examining the organizational commitment of the employees was in affective commitment with 3.82, followed by normative and continuance commitment. The reliability rates of organizational commitment factors were as follows: affective commitment factor was 0.840, continuance commitment factor was 0.737 and normative commitment factor was 0.731.

**Hypothesis Testing:** Examination of the Correlation Analysis of the Relationship between Communication Satisfaction and Organizational Commitment

A regression analysis was conducted in order to test the relation between communication satisfaction and corporate communication factors (affective commitment, continuance commitment and normative commitment). As a variable selection, “Enter Method” (Standard Multiple Variable Regression) was chosen. In the analysis, the assumptions of regression analysis were tested first.

First of all, the sufficiency of the number of samples was checked. The formula; “ $N \geq 50 + 8 \times \text{number of independent variables}$ ” is used for the adequate number of samples for regression analysis<sup>5</sup>. According to this, 163 samples are adequate for 3 independent variables in this research. Besides there was no missing data.

Secondly, the test was conducted to see if there was any problem of multiple regression among multiple variables. According to this, the correlation coefficient between the variables should be above 0.90<sup>6</sup>. If Table 36 is observed, correlation coefficient between variables are below 0.90.

**Table 11: Examination of Correlation Analysis of the Relation between Communication Satisfaction and Organizational commitment**

		(Affective ment Factor)	(Continuance ment Factor)	(Normative ment Factor)
Communication Satisfaction	r	0.518***	0.065	0.622***
	p	<b>0.000</b>	0.411	<b>0.000</b>
	N	163	163	163

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.000$

As a result of the correlation analysis conducted to define the relation between affective commitment factor and communication satisfaction, a significant relation between the rates was found at a positive level of %51.8. ( $r=0.518$ ;  $p=0.000$ ). According to this the more affective commitment factor increases, the higher communication satisfaction is.

As a result of the correlation analysis conducted to find out the relation between continuance commitment factor and communication satisfaction, no significant relation between the rates was found statistically.

As a result of the correlation analysis conducted to find out the relation between normative commitment factor and communication satisfaction, a positive significant relation among the rates, 62.2% was found. ( $r=0,622$ ;  $p=0,000$ ). According to this, the more normative commitment factor increases, the higher communication satisfaction is.

The state of organizational commitment being affected by communication satisfaction is as follows:

**Table 12: The Regression Model Conducted to Test the Influence of Communication Satisfaction Levels on Affective Commitment Factor**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	$\beta$	(Std. Error)	Beta			Zero-Order	Partial	Part
Constant	1.065	0.363		2.935	0.004			
Communication Satisfaction	0.714	0.093	0.518	7.679	0	0.518	0.518	0.518
<i>Dependent variable: Affective Commitment</i>								

If the values related to the model obtained as a result of regression analysis are observed, it can be seen that the variance of the independent variable (communication satisfaction) on the dependent variable is defined as 26.4% ( $R^2=0.264$ ). The rest, 73.6% is explained by the variables that were not included in the model by the error term. Anova analysis shows that the model is significant as a whole ( $F=58.962$ ;  $p=0.000<0.05$ ).

When the parameter values obtained as a result of the assumption of the model and t values related to these are examined, communication satisfaction included in the model is significant (at a level of 5% significance).

When the standardized values among the factors that affect the affective commitment are examined, it can be seen that communication satisfaction variable has the highest Beta coefficient (0.714).

If the level of communication satisfaction increases 1 unit, affective commitment increases 0.714 unit ( $\beta=0.714$ ;  $t=7.679$ ;  $p=0.000<0.05$ ).

If the values in part correlation are squared, the individual contribution of these variables on total variance can be seen. According to these, the individual contribution of independent variables on total variance defined is 0.518 for communication satisfaction.

The results obtained from the regression analysis supports the hypothesis. In the other words, communication satisfaction affects affective commitment.

**Table 13: Regression Model conducted to Test the Effect of Communication Satisfaction Levels on Continuance Commitment Factor**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlation		
	$\beta$	Std. Error	Beta			Zero-Order	Partial	Part
Constant	2.961	0.369		8.015	0			
Communication satisfaction	0.078	0.095	0.065	0.825	0.411	0.065	0.065	0.065
<i>Dependent Variable: Continuance Commitment</i>								

When the parameter values obtained as a result of the assumption of the model and t values related to these are examined, it is seen that the communication satisfaction included in the model is significant (at a significance level of 5%) ( $F=0.681$ ;  $p=0.411 > 0.05$ ).

If the values in part correlation section are squared, the individual contribution of these values on total variance defined can be seen. According to these, individual contribution of independent variables on total variance defined is 0.065 for communication satisfaction.

The results obtained from the regression analysis support the hypothesis. In the other words communication satisfaction affects continuance commitment.

**Table 14: Regression Model conducted to Test the Effect of Communication Satisfaction Levels on Normative Commitment Factor**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	(Correlation)		
	$\beta$	(Std. Error)	Beta			Zero-Order	Partial	Part
Standard Term	0.786	0.277		2.842	0.005			
Communication Satisfaction	0.715	0.071	0.622	10.092	0	0.622	0.622	0.622
<i>Dependent Variable: Normative Commitment</i>								

When the values related to the model obtained as a result of regression analysis are examined, it can be seen that the independent variable (communication satisfaction) defines a 38.4% of the variance on dependent variable. The rest, 61.6% is defined by variables excluded from the model by error term. Anova analysis shows that the model is significant as a whole ( $F=101.855$ ;  $p=0.000 < 0.05$ ).

When the parameter values obtained by the assumption of the model are examined, it is seen that communication satisfaction included in the model is significant (at a level of 5% significance model).

In terms of factors that affect normative commitment, when the standardized coefficients are examined, it is seen that the communication satisfaction variable has the highest beta coefficient (0.715).

If the level of communication satisfaction increases 1 unit, normative commitment level increases 0.715 unit ( $\beta=0.715$ ;  $t=10.092$ ;  $p=0.000 < 0.05$ ).

When the values in part correlation section are squared, the individual contribution of these variables on total variance defined can be seen. According to these, individual contribution of independent variables on total variance defined is 0.622 for communication satisfaction.

The results obtained from the regression analysis support the hypothesis. In the other words communication satisfaction influence normative commitment. As a result, a significant relation between communication satisfaction and organizational commitment, except for continuance commitment was found.

#### 4. Conclusion

Communication satisfaction is a broad term that covers the communication between and among the executives and the employees in a corporation, the communication between the departments and cooperation and feedback between units. Individuals' satisfaction with the structure of communication also affects their success in their business lives. In short, it is a natural outcome of the satisfaction with the existing structure of communication within the corporation.

Organizational commitment expresses the employees' sense of belonging, commitment towards the corporation and efforts towards the continuation of their existence in the corporation. At the basis of organizational commitment, there is dedication and

identification. If the individual are satisfied with the corporation and internal communication, they make an effort to stay in that corporation.

Affective commitment, continuance commitment and normative commitment which are different forms of organizational commitment are important in terms of evaluating the commitment of the individuals towards their corporations. Affective commitment describes the commitment in terms of their feelings towards the corporation. Continuance commitment describes the benefits acquired in cases of continuing to work for the corporation. Normative commitment on the other hand, represents the individual's values and beliefs related to corporation.

When the relation between communication satisfaction and organizational commitment was examined; it was concluded that communication satisfaction affects the organizational commitment. The effect of communication satisfaction on organizational commitment is at higher levels on normative commitment and affective commitment. No significant correlation has been found between communication satisfaction and continuance commitment. As a result, a significant relation has been found between communication satisfaction and organizational commitment except for continuance commitment.

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