



COMMUNICATION SATISFACTION AS A PREDICTOR OF ORGANIZATIONAL COMMITMENT

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Abstract: Effective internal communication plays a crucial role in fostering organizational commitment, which is essential for the long-term success and sustainability of any organization. This study investigates the relationship between communication satisfaction factors and organizational commitment, focusing on the influence of communication satisfaction in various organizational settings. A survey was conducted among 197 employees across different industries, utilizing the Communication Satisfaction Questionnaire (CSQ) and the Organizational Commitment Instrument (OCI) to measure key factors. The results of Correlation analysis indicate a significant positive correlation between overall communication satisfaction and organizational commitment, with communication climate, feedback, and media quality emerging as the most influential factors. The Stepwise Multiple Regression Analysis proved that horizontal communication and media quality are the strongest predictors of organizational commitment. These findings suggest that organizations can enhance employee engagement and retention by improving communication satisfaction, particularly through effective feedback mechanisms and fostering a supportive communication environment.

Keywords: communication satisfaction, organizational commitment, prediction, employee engagement

1. INTRODUCTION

In today's dynamic environment, marked by rapid shifts in business paradigms and strategies, human resources have emerged as a key factor in the sustainable development and success of organizations. Employees are increasingly expected to demonstrate efficiency, productivity, creativity, and high-quality performance, making internal communication a crucial element of effective business operations. The modern business landscape requires that information circulate within organizations faster and more efficiently than ever before.

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Effective communication has become a fundamental prerequisite for achieving organizational goals, whether in the production of goods or the provision of services. Its primary function is to connect members of the organization in pursuit of common objectives. However, beyond its informational function, communication also has control, motivational, and emotional dimensions, all of which contribute to enhancing organizational cohesion and efficiency. Communication satisfaction is one of the key factors in understanding organizational dynamics and serves as an important mechanism for enhancing organizational effectiveness. High level of communication satisfaction leads to numerous positive outcomes, such as greater job satisfaction, improved performance, and increased overall organizational productivity.

A particularly significant aspect of human resource management is organizational commitment. Although it is often seen as an extension of job satisfaction, organizational commitment implies a deeper emotional connection between employees and the organization. It is a multidimensional construct encompassing employee loyalty and their willingness to remain with the organization over a longer period, even in situations where current working conditions are less than ideal. Organizations that foster organizational commitment create a work environment in which employees feel valued and recognized. When employees feel aligned with the values and goals of the organization, they exhibit higher levels of engagement and greater job satisfaction.

Employee communication and organizational commitment represent important areas of research, especially in developed countries. The findings from numerous studies highlight the critical role these factors play in improving organizational practices. The insights gained are used to develop strategies aimed at enhancing internal communication and strengthening employee commitment.

2. THEORETICAL FRAMEWORK

2.1. Communication satisfaction

Communication within an organization serves as the fundamental mechanism for connecting employees and directing activities toward the achievement of common goals. Effective internal communication becomes a key requirement for the successful functioning of modern organizations, especially under conditions of rapid change and increasing demands for efficiency and adaptability.

The concept of communication satisfaction refers to how satisfied employees feel with their overall communicative environment. Communication satisfaction encompasses various aspects of internal communication, particularly the two-way exchange of information between management and employees. The concept was developed by Downs and Hazen (1977), who operationalized communication satisfaction through several dimensions: communication climate, communication with superiors and subordinates, organizational integration, media quality, horizontal and informal communication, organizational perspective, and personal feedback.

Communication climate refers to the overall quality of communication processes within the organization at both the organizational and individual levels. *Communication with superiors* measures the willingness of managers to listen to employees, accept their ideas, and provide helpful guidance. *Subordinate communication* focuses on the flow of information from the top down and from the bottom up through the organizational structure. *Horizontal and informal communication* evaluates the quality and openness of information exchange among colleagues, including informal sources such as rumors. *Media quality* assesses the effectiveness of communication tools, meetings, written instructions, and organizational publications.

Organizational integration encompasses employee satisfaction with information related to the organization, their work tasks, and colleagues. *Organizational perspective* provides insight into broader information concerning the organization's strategy, goals, and finances. Finally, *personal feedback* addresses the employees' need to be informed about evaluations of their performance and their individual contributions to organizational objectives.

All these dimensions collectively form the foundation for understanding how communication processes impact employee satisfaction, engagement, and organizational commitment - representing a key focus of contemporary research in the field of organizational communication.

2.2. Organizational commitment

Organizational commitment is defined as the level of identification and involvement an individual has within an organization (Lyndon & Rawat, 2015), as well as the degree to which an employee feels loyalty to their organization (Wee Siong & Ibrahim, 2023). The term commitment implies a stronger degree of emotional attachment employees feel toward the organization compared to mere job satisfaction. Organizational commitment represents a positive attitude of employees not toward their specific job roles, but toward the organization as a whole or its members. In this sense, employee commitment is often viewed as an emotional bond with the organization (Bucăța, Virca & Popescu, 2022). According to Lyndon and Rawat (2015), organizational commitment encompasses three key dimensions: belief in and acceptance of the organization's goals, willingness to exert extra effort, and the desire to remain a member of the organization.

A significant contribution to the development of organizational commitment theory was made by Meyer and Allen (1991) through their three-component model, which includes affective, continuance, and normative commitment:

- *Affective commitment* refers to an emotional attachment to and identification with the organization, where employees remain because they want to. This form of commitment primarily develops through positive work experiences, such as strong relationships with supervisors, organizational support, and role clarity.
- *Continuance commitment* is based on economic considerations and the perceived costs associated with leaving the organization. Employees stay because they have to, believing that leaving would be financially unfavorable or practically difficult.
- *Normative commitment* reflects a sense of obligation to remain with the organization, either due to prior social expectations (e.g., family pressure) or loyalty developed after joining the company.

Organizational commitment is also influenced by the degree of alignment between employees' personal characteristics and the attributes of the job, team, and organization itself. A better fit between the employee and the work environment contributes to higher job satisfaction, which in turn leads to stronger organizational commitment (Chhabra, 2015).

3. LITERATURE REVIEW

The authors Putti et al. (1990) were among the first to demonstrate that satisfaction with communication relationships, particularly with top management, is strongly associated with organizational commitment. Field study conducted by Clampitt and Downs (1993) further examined how different dimensions of communication satisfaction influence employee

productivity and organizational commitment. These early studies laid the groundwork for subsequent research linking specific aspects of communication to organizational behavior.

In more recent literature, Raina and Roebuck (2016) highlighted that effective top-down communication - via clear instructions and timely feedback - significantly contributes to employee satisfaction, loyalty, and organizational commitment. In contrast, Buyukyilmaz and Kara (2024) showed that toxic leadership behavior negatively impacts job satisfaction, organizational identification, and employee commitment, while increasing their intention to leave the organization. Perceptions of fairness in organizational relationships have also been shown to be important. Lin (2014) found that a positive perception of organizational justice increases commitment and reduces employee turnover, whereas perceived unfair treatment has the opposite effect. Gautam et al. (2004) stressed that organizational identification and commitment are related but conceptually distinct, with affective commitment showing the strongest link to identification. Magdalena and Tanuwijaya (2022) demonstrated that job satisfaction and supervisor support positively affect organizational identification, which in turn enhances commitment. Santiago (2020) emphasized that internal communication plays a critical role in shaping employees' perceptions of organizational care for their contributions, directly strengthening identification.

Openness in communication between staff and leadership, along with supportive horizontal communication, positively affects organizational commitment (De Nobile & Bilgin, 2022). Effective internal communication has been highlighted as a key prerequisite for strengthening employee engagement. Karanges et al. (2015) empirically showed that both organizational-level and supervisor-level communication positively influence engagement. Similarly, Barresi (2025) concluded that formal communication has a dominant effect on affective commitment in the retail sector, while communication with superiors plays a secondary but still significant role. A systematic review by Synitsia et al. (2024) further confirms that internal communication, analyzed through various theoretical frameworks, significantly contributes to the development of organizational loyalty.

In the public sector, Glenn et al. (2023) found in their study of local government units in Surigao that perceived organizational support strongly correlates with organizational commitment. Jimenez et al. (2021), in research conducted in local government institutions in the Philippines, discovered that effective communication positively influences affective and continuance commitment, while showing a negative correlation with normative commitment. Similarly, Değirmenci Tarakcı et al. (2024) demonstrated in a public hospital in Izmir that the quality of organizational communication positively affects job satisfaction, with organizational commitment mediating this relationship. Dalal et al. (2023) emphasized that internal communication and job satisfaction together contribute to strengthening organizational commitment among healthcare workers. In educational institutions, Ma (2022) highlighted that clear internal communication and quality feedback increase engagement and commitment among teaching staff. In the industrial sector, Marhouni and Pali (2025) found that leadership style and managerial communication patterns significantly influence employee performance, job satisfaction, and organizational commitment.

Despite the abundance of research confirming the importance of communication in fostering organizational commitment, the precise communication mechanisms that lead to increased commitment remain insufficiently clarified. Compared to broader themes such as leadership, motivation, or organizational culture, the specific role of communication is often addressed as a secondary component rather than as a central topic. Therefore, future research must explore the specific aspects of communication processes that contribute to different dimensions of organizational commitment, taking into account sectoral, cultural, and organizational contexts. Based on these findings, this study proposes two research questions:

1. What is the relationship between the communication satisfaction factors and the organizational commitment?
2. Which communication satisfaction factors are the best predictors of changes in employee organizational commitment?

The aim of this study is to identify communication satisfaction factors that can positively influence strategies for enhancing employee organizational commitment.

4. METHODOLOGY

For the purposes of this research, a questionnaire was developed based on a combination of the Communication Satisfaction Questionnaire (CSQ), developed in 1977 by Downs and Hazen, and the Organizational Commitment Instrument (OCI) developed by Cook & Wall (1980). The CSQ is used as a reliable instrument for measuring communication satisfaction and is one of the most comprehensive questionnaires, as it assesses the direction of information flow in both formal and informal communication channels and refers to different members of the organization and forms of communication. The questionnaire for measuring organizational commitment (OCI) contains nine items and measures organizational identification, involvement, and employee loyalty.

The questionnaire used in this research consists of 44 statements grouped into 10 sections, with 7 sections referring to communication: organizational perspective (OP), supervisory communication (SC), communication climate (CC), personal feedback (PF), horizontal communication (HC), media quality (MQ), organizational integration (OI), while the remaining three groups of questions address the dimensions of organizational commitment – continuance (COC), affective (AOC), and normative (NOC) organizational commitment.

Responses were collected using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), with participants indicating their level of agreement with each statement. Data were collected through 197 completed questionnaires from employees working in organizations operating in diverse sectors.

The database was processed in three steps. First, Cronbach Alphas were calculated to determine the internal reliability of each of the instruments used in this study. Second, Pearson Correlation Analysis was performed in order to examine the relationship between communication satisfaction factors and organizational commitment composites. Finally, Stepwise Multiple Regression Analysis examined possibilities for predicting the effect of communication satisfaction factors and composite on organizational commitment composite. SPSS v.21 was used for data analysis.

5. RESULTS AND DISCUSSION

The reliability of the questionnaire was evaluated using Cronbach's alpha coefficient (Table 1). The analysis revealed a high level of internal consistency for each group of questions, and with a Cronbach's alpha value for total questionnaire of .926, indicating that the scale is highly reliable. This level of reliability provides a solid foundation for the validity of the results obtained in subsequent analyses.

Table 1. Overview of question groups, abbreviations, and Cronbach's Alpha coefficients

Group of questions	Abbreviation	Number of items	Cronbach's alpha
Organizational perspective	OP	5	0.928
Supervisory communication	SC	5	0.900
Communication climate	CC	5	0.876
Personal feedback	PF	5	0.856
Horizontal communication	HC	5	0.726
Media quality	MQ	5	0.652
Organizational integration	OI	5	0.864
Continuance organizational commitment	COC	3	0.712
Affective organizational commitment	AOC	3	0.880
Normative organizational commitment	NOC	3	0.856
Total questionnaire		44	0.926

Further, Pearson Correlations Analyses was used to determine the relationship between: (a) communication satisfaction composite and organizational commitment composite; (b) communication satisfaction factors and communication satisfaction composite and (c) communication satisfaction factors mutually (Table 2). The communication satisfaction composite was determined by computing the overall mean of all the communication satisfaction items, while the organisational commitment composite was determined by computing the overall mean for all the commitment items.

Table 2. Correlation between organizational commitment and communication satisfaction factors

	OC composite	OP	SC	CC	PF	HC	MQ	OI	CS composite
OC composite	1.000	.530	.480	.639	.587	.562	.633	.552	.668
OP	.530	1.000	.522	.675	.678	.461	.728	.663	.820
SC	.480	.522	1.000	.638	.664	.607	.594	.618	.778
CC	.639	.675	.638	1.000	.804	.619	.830	.773	.900
PF	.587	.678	.664	.804	1.000	.620	.782	.788	.903
HC	.562	.461	.607	.619	.620	1.000	.564	.561	.729
MQ	.663	.728	.594	.830	.782	.564	1.000	.769	.895
OI	.552	.663	.618	.773	.788	.561	.769	1.000	.879
CS composite	.668	.820	.778	.900	.903	.729	.895	.879	1.000

Correlation analysis confirmed strong positive relationship between communication satisfaction and organizational commitment. The nature of this relationship, however, varied for the communication satisfaction factors and composite. The Pearson correlation coefficient of 0.668 indicates that there is moderately strong positive linear correlation between communication satisfaction and organisational commitment composites. Each of the ten communication satisfaction factors had also significant ($p < .001$), moderate and positive relationships with the overall commitment composite ranging from .480 for Supervisory Communication to .639 for Communication Climate. The communication climate reflects the degree to which organizational communication stimulates and motivates employees to pursue organizational objectives, as well as the extent to which it promotes their identification with the organization. It also entails an evaluation of the overall quality and effectiveness of internal communication. Obtained Pearson's coefficients between communication factors mutually indicate the correlated relationship. This is in accordance with the findings of previous study

suggesting that aspects of organisational communication may complement one another and be interrelated (Cherkowski, 2012).

Finally, Stepwise Multiple Regression was performed for the purpose of explaining the relationship between communication satisfaction factors and organizational commitment. In this analysis, ten communication satisfaction factors and composite were treated as the predictor variables and the organisational commitment composite as the dependent variable. The stepwise selection method was used to include predictors that most significantly contribute to explaining the variance in organizational commitment. Across the three models, the predictors significantly improve the explanation of the variance in organizational commitment (Table 3). In Model 1, only CS_composite was entered as a predictor, explaining 44.7% of the variance in OC_composite ($R^2 = .447$, Adjusted $R^2 = .444$, $F(1,195) = 157.52$, $p < .001$). The regression coefficient for CS_composite was statistically significant ($\beta = .668$, $t = 12.55$, $p < .001$), indicating a strong positive relationship with the outcome variable.

In Model 2, HC was added to the model, leading to a small but significant increase in explained variance ($R^2 = .459$, Adjusted $R^2 = .453$). This change in R^2 was significant ($\Delta R^2 = .012$, $F(1, 194) = 4.28$, $p = .040$), suggesting that HC contributes additional explanatory power. HC was a significant predictor ($\beta = .160$, $t = 2.07$, $p = .040$), though less influential than CS_composite ($\beta = .552$). In Model 3, MQ was included as the third predictor, further increasing the explained variance to 47.2% (Adjusted $R^2 = .463$). The change was again statistically significant ($\Delta R^2 = .013$, $F(1, 193) = 4.67$, $p = .032$). All three predictors remained significant in the final model: CS_composite ($\beta = .278$, $p = .061$), HC ($\beta = .209$, $p = .009$), MQ ($\beta = .265$, $p = .032$). Accordingly, the final model retained three predictors: CS_composite (communication satisfaction), HC (horizontal communication) and MQ (media quality). Notably, while CS_composite had the strongest standardized coefficient in Model 1, its unique contribution decreased slightly as new predictors were added in subsequent models.

Table 3. Stepwise Regression Models predicting Organizational Commitment

	Predictors	R Square	Adj. R ²	F	Sig.	β – CS	Sig.	β – HC	Sig.	β – MQ	Sig.
1	CS_composite	.447	.444	157.52	.000	.668	.000	–	–	–	–
2	CS_composite, HC	.459	.453	82.23	.000	.552	.000	.160	.040	–	–
3	CS_composite, HC, MQ	.472	.463	57.41	.000	.278	.061	.209	.009	.265	.032

These results suggest that enhancing communication satisfaction, fostering horizontal communication, and improving media quality within the organization may contribute to higher levels of organizational commitment among employees. Horizontal communication that promotes openness and mutual support among colleagues appears to be a significant predictor of organizational commitment (De Nobile & Bilgin, 2022). Interestingly, this study found that vertical communication (communication with superiors and the provision of feedback) does not play a significant role in predicting organizational commitment, despite numerous prior studies demonstrating a strong relationship between the two (Ma, 2022; De Nobile & Bilgin, 2022; Magdalena & Tanuwijaya, 2022). In contrast, the exchange of information between colleagues or departments that are on equal hierarchical levels, rather than in superior-subordinate relationships, emerged as a stronger predictor of commitment. One possible explanation for these findings may lie in certain characteristics of Serbia's national culture, which is marked by a relatively high power distance. In such cultures, employees may not expect open and bidirectional communication with superiors in the workplace (Janićjević & Marinković, 2015; Dai et al., 2022; Abbate et al., 2025). Numerous studies highlight that media quality referring

to the clarity, reliability, and timeliness of communication channels plays a significant role in shaping employees' organizational commitment (Ammari et al., 2017; Barresi, 2025). High-quality communication media enhance employees' satisfaction and trust, fostering a stronger emotional attachment to the organization.

6. CONCLUSION

Research on organizational communication and employee commitment has become increasingly important in understanding how internal communication strategies impact workplace dynamics. The study's results contribute to a deeper understanding of how these strategies can influence employee commitment, offering valuable insights for managers and organizational leaders. The findings confirm the significant impact of communication satisfaction on organizational commitment, underscoring the importance of a communication environment where employees feel heard, informed, and valued. In particular, aspects such as communication climate, feedback, and media quality play a critical role in strengthening employees' emotional connection with the organization. Horizontal communication and media quality were identified as the most potent predictors of organizational commitment. Therefore, organizations should focus on enhancing these elements by fostering more collaborative communication across departments and ensuring the high quality of communication channels. Additionally, given the rise of remote and hybrid work models, future research could explore how these factors operate in virtual environments and within various industries, especially in fast-evolving sectors like IT and technology. These insights can serve as a guide for organizational leaders seeking to implement communication strategies that not only improve employee morale but also enhance organizational loyalty and overall performance.

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