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RESEARCH ARTICLE

THE ROLE OF COMMUNICATION IN ENHANCING EMPLOYEES' ORGANIZATIONAL COMMITMENT

Olomu Abome Bright

Limkokwing University of Creative Technology.

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Abstract

Purpose - The purpose of this paper is to determine the role of communication in enhancing employees' organizational commitment. The general objective of the study involves examining the impact of communication satisfaction, communication climate, relationship with superiors, organization integration, media quality, horizontal and informal communication channels, organizational perspective, relationship with other employees, personal feedback and the flow of information on employees' organizational commitment. **Design/methodology/approach** - The study utilized quantitative research methodology to investigate the reason why employees' communicate with their superiors and subordinates, the role of communication, their satisfaction and commitment towards their organization. Data was collected using a survey of structured questionnaire. The data analysis was conducted through descriptive statistical analysis by using the Statistical Package for Social Sciences (SPSS). Demographic data such as gender, age, academic degree, experience years, and the management level were analyzed by using frequency distributions and Percentages with the results presented in charts and tables. Inferential statistics were obtained by carrying out correlation and regressions analyses, to test for the correlations between the variables and their influence on employees' organizational commitment. **Findings and conclusions of the study** - The results of the study revealed that communication satisfaction has a significant positive correlation with organizational commitment, communication climate was also positively correlated to commitment, organization integration and perspective was highly and positively correlated to employees' commitment while personal feedback, horizontal and informal communication channels, and relationship with superiors was minimally positively related to employees' organizational commitment. Additionally, the regression analysis indicate that communication dimensions, internal communication and organizational integration are closely associated with employees' organizational commitment. Therefore, nine (9) hypotheses were developed and tested accordingly to conclude that communication has a significant and direct impact on employees' organizational commitment. Furthermore, the main implication of this study is associated with the fact that, organizations could use the findings of this study to develop communication practices

and channels that encourage commitment within the organization which might translate to increased innovation, productivity, opportunity, collaboration, and effective commitment. The study also shows that employees' organizational commitment can be improved through job enhancement together with matching the individual's values to those of the organization rather than, finding ways and means of improving job satisfaction through different strategies that involves improving the standard of the supervision, decentralization of power and counseling.

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Introduction:-

Communication is a critical interpersonal process consisting of a repetitive cycle of initiating, maintaining and terminating informational exchange (Abifarin, 2015) through verbal and nonverbal methods occurring at any IT service encounter (Sundaram et al., 2015; Allen et al., 2016). Choosing the proper communicational medium, the standard of interaction and therefore the trust formed between service providers and clients at the service encounter are critical criteria utilized in evaluating further commitment to consumer relationship (Maslow et al., 2014; Akmpelu et al., 2016).

Advances in informational and communicational technology have led to dramatic changes within the structure of industry and business environments (Michael et al., 2014; Akmpelu et al., 2016). so as to compete efficiently within the market, organizations have to be compelled to make use of communicational technologies, so as to support the internal operations, satisfy the customers' needs by producing customized products and services based on their preferences. This research is meant to evaluate the effect of excellent communication on employees' organizational commitment, knowing that increasing the quality of commitment can enhance the organizational position which successively results in higher revenues and lower costs as a result of increasing both employees and customers' loyalty and minimizing switching behavior.

Problem Statement and Justification

The large development of informational technology gives telecommunication organizations many opportunities that support their products and enhance the standard of their services, yet a sizable number of these companies either cannot attain high revenues and/or cannot utilize their technologies proficiently within the firms' internal activities. this might be due to some reasons like: the use of various communicational channels and methods by which the top level management can reach its employees within the organization, the rapid development of technologies, the lack of understanding which informational technologies are necessary and suitable for the organization, and therefore the changing and demanding environment surrounding the organization. Accordingly, organizations have begun to think deeply about creating methods and techniques that can help to them reach their employees on both the organizational and individual levels round the globe regardless their physical location or their cultural availability in other countries.

This research aims to answer this two main questions: First, what's the connection between the role of communication and employees' organizational commitment? Second, how can communicational channels improve the commitment and loyalty of employees within the telecommunication industry in Malaysia? In line with this questions, the study therefore need to investigate the role of communication satisfaction in enhancing employees' organizational commitment. The study examines the implications of various communication channels and methods and test their effect on the commitment of employees in relation to overall performance. Additionally, this research aims to identify different tools and methods which can be utilized by telecommunication firms to develop and enhance their communicational processes which successively play an important role in enhancing employees' organizational commitment, and their subsequent implications on performance, gaining profits, and establishing a robust brand image among competitors.

Randall (2014) has suggested two ways through which organizations may strengthen employees' organizational commitment today. Primarily, organizations can improve employees' perceptions of organizational membership. Finally, organizations can demonstrate to employees that they're cared for and valued by their employers. Significantly, these organizations in recent years are struggling to seek out effective ways to reinforce employees' organizational commitment (Mitchell et al., 2016). Thus, the importance of this study are often summarized as

building strong evidence regarding the communicational channels which internally can influence employees' organizational commitment, so telecommunication firms can enjoy such techniques to increase value in a way, and to reinforce and improve the relationships between different parties within the entire organization. Furthermore, the review of literature explores how previous studies failed to concentrate on the link between the following variables which are: communication and commitment. Furthermore, this research provides recommendations and suggestions which can be utilized in future studies to form a clear and unique competitive advantage in relation to organizations' internal capabilities and competences and to achieve bigger market share and to expand in new markets. Therefore, the goal of this research is to identify the effect of communication satisfaction on employees' organizational commitment and to provide a deep understanding of the communicational management process relying on the team structure utilized in multinational organizations.

Literature Review:-

This section presents a comprehensive review of relevant studies and provides deep theoretical analysis of communication dimensions and employees' organizational commitment.

Communication and Role of Communication

Communication is a vital key perspective for comprehending how organizations function. Early definitions of organizations paid attention on groups of people working together in an exceedingly synchronized way in the pursuit of production-linked goals. Communication then befits the central means by which personal activity is coordinated to plan, circulate, and pursue organizational goals (Gardner et al., 2016). Additionally, it's been established that organizations don't exist separate of their members, but are shaped and reshaped within the acts of communication between members (Wodak, 2015). Organizational communication is undoubtedly a theoretical factor that measures the degree to which messages and knowledge about the workplace and job is conveyed by a company to its members (Price, 2010). It occurs within a particular social organization that consist of interdependent groups attempting to achieve commonly recognized goals. Today more employees appreciate that a very important part of their duties is communication, particularly when service workers out number production workers. Furthermore, a transformation in communication system has contributed to the revolution of both work and organizational structure. Therefore, communication practices and technologies are now more than ever more vital almost in all organizations, but they're possibly the most important in knowledge-intensive organizations. Organizations and institutional communication professions are continually exploring effective measurement metrics for their employee communication initiatives, specializing in how communication practices are often effectively linked to improved financial performance at the organizational level (Broom & Dozier, 2012; Menget al., 2016; Masa'deh et al., 2015).

The organizational context within which organizations communicate is scarcely considered as is illustrated by Pandey & Garnett (2017). Keeping in mind that organizations handle external environment, the continuous growth and changes made to information and communication societies and therefore the increasing globalization of the economy lead to a growing complexity in economic and social systems. Consequently, this might result in incomplete information and uncertainty regarding possible courses of action, which then require increasingly trustworthy action on the targeted individuals, institutions and organizations. Thereupon in mind, the importance of communication appears.

Communication is linked to technological methods used; like sophistication of the communication technologies, simple to use, number of communication options, etc. Samples of technology types utilized in communication include e-mail, voice mail, audio/video conferencing, and web-based ordering. Within the telecommunication organizations, the internet communication generally refers to the computer-mediated exchange of messages between sender and receiver; whether it's between managers and employees, or between employees themselves, and therefore the term is employed synonymously with the term computer mediated communication.

Communication is an important concept in organization and management theory (Thompkins, 2016) and emerged from scholars of organizational communication (Goldhaber, 2015; Jablin et al., 2016). Within an equivalent context, communication audits consistently show that communication climate, communication with supervisors (Madlock, 2018), and personal feedback are the scale, most strongly, correlated with overall communication satisfaction (Alshurideh, 2014; Pincus, 2015).

Many scholars like Holland et al. (2015), Alshurideh & Al-dmour (2015), Al-Duhaish et al. (2014) suggested that employing communication tools like reference groups, newsletters, monthly bulletins or weekly meetings are utilized

to keep users informed about the implementation of the many project progresses. Thus, the role of communication is a vital component in understanding benefits of intangible organizational assets (Ritter, 2016). Communication within organizations is linked with higher levels of performance and service (Tourish & Hargie, 2016), generating communication capital (Malmelin, 2018), and social capital (Lee, 2016; Alshurideh et al., 2015), are grounded in organizational relationships. Hence, it's important for managers to be ready to assess internal communication.

A study conducted by Postmes et al. (2016) indicated that organizational communication is thought to be a way of developing conditions for commitment, while other studies have shown the importance of communication for perceptions of jobs, work units, and supervisors. Recently minimal attention has been given to how and what employees would really like their organizations to communicate. As Chen et al. (2017, p. 242) mentioned, "a review of the research on organizational processes concluded that member satisfaction with organizational communication practices has been ignored". But Goldhaber et al. (2010) found that an employee's primary needs include more information about personal, job-related matters, information about organizational deciding, and a greater opportunity to voice complaints and evaluate superiors.

According to Watson (2018), "most firms are good at communicating about the business; however, some dedicated firms report that they are effective at communicating to employees regarding how their actions affect the customer or increase productivity" (p. 9). so as to satisfy the users, organizations should involve keeping customers happy both in day to day interactions and in additional global and long term perspective (Hunt, 2016; Johnson & Fornell, 2012). Theoretical review and conceptual framework was analyzed to develop a conclusive way of determining how communication at different levels of the organization affect job satisfaction. Most researchers have shown that organizations ought to train managers to be effective speakers and not just take advantage of interpersonal communication (Bulutlar, 2015). A critique of present and appropriate empirical literature was done, followed by identification of gaps within the research already done in order to justify the need for the study.

Employees' organizational commitment

Organizational commitment has both positive and negative effects for both the organization and therefore the employee (Meyer & Allen, 2010). Meyer and Allen (2010) listed a number of these effects. A committed employee has positive effects for the company; when the worker believes in the company, stays at the organization even through turbulent times, isn't absent from work and does more work than asked for. From the commitment, the staff will gain new skills, interesting and challenging work, the chance to meet with fascinating people and therefore the opportunity to develop as a person (Meyer & Allen, 2010). Employees' organizational commitment has been extensively studied in Western management research and remains of considerable importance to managers, given the meta-analytic evidence of its association with withdrawal behaviors like absenteeism, intentions to quit, and turnover, in addition higher levels of organizational citizenship behaviour (Mathieu & Zajac, 2011; Meyer et al., 2014).

Organizational satisfaction and commitment are identified as a precedent to the development of job's satisfaction (Alshurideh et al., 2018; Alshurideh et al., 2016; Alshurideh et al., 2014; Al-dweeri et al., 2017), organizational citizenship behavior (Alshurideh et al., 2015), organizational performance (Alkalha et al., 2016), perceived organizational and management support (Shannak et al., 2016; Zu'bi et al., 2016), organizational justice (Laschinger, 2016), productivity (Mathieu & Zajac, 2011), service quality (ELSamen & Alshurideh, 2016), and job performance (Masa'deh et al., 2016). Commitment depends upon the job requirement and therefore the organizational context. If employees have high commitment levels, they're going to work harder, and perform better than those with lower levels of commitment. On the opposite hand, if employees have low levels of commitment, they'll leave the organization and cause high turnover. In terms of encouraging diligence, the practices of management within organization can highly affect the amount of commitment among employees. The changes within the workforce have a major effect on commitment; for instance the downsizing strategies, and hiring employees with different values to the organization, these overwhelming practices may result in lower commitment levels (D'Amat et al., 2015). When there are many advantages related to high commitment levels of employees, both Kwantes (2018) and Alshurideh et al. (2016) acknowledged that employees' organizational commitment can increase: human capital, social capital, the retention of information in organizations and transfer of information and skill in organizations' units.

The individual level link between employees' organizational commitment and turnover in relation to employees' organizational commitment and performance are strongly supported in analysis (Cooper-Hakim & Viswesvaran, 2015; Ricketta, 2014). Al Kahtani (2015 cited Michaels et al., 2016) discussed the importance of organization commitment that is usually shaped by business leaders whose responsibilities are mainly concerned with attracting,

motivating and retaining employees especially those who are seen as key talents in retaining customers (Alshurideh, 2016, 2016, 2016) and efficient in applying ethical business and marketing practices (Alshurideh et al., 2016).

In order to build high employees' organizational commitment among employees, the top management of organizations must build strategies and work have practices to reinforce one another in order to produce such settings (Hom et al., 2016). Individuals with higher levels of employees' organizational commitment have a sense of belonging and identification with the organization that increases their desire to pursue the organization's goals and activities, and their willingness to remain a part of the organization (Meyer & Allen, 2012; Mowday et al., 2013). Furthermore, employees' organizational commitment continues to be valued by organizational leaders (Morrow, 2015) despite the fact that organizations are currently operating in a historical era no longer characterized by long term employment (Cappelli, 2015). In addition, downsizing and the emergence of a new generation of employees have been identified as possible explanations for lower commitment levels (D'Amato & Herzfeldt, 2015). Literature review has demonstrated that employees' commitment to the organization has a variety of important organizational consequences. Several studies report negative correlations between employees' organizational commitment and both employee intention to leave the organization and actual turnover. Additionally, literature review indicates that employees with strong affective commitment to the organization work harder at their jobs and perform better than those with lower levels of affective commitment.

Many researches focused on studying employees' organizational commitment. As a case in point, a study by Akroyd et al. (2016) examines the predictive value of selected work rewards (task involvement, task significance, general working conditions, supervision and salary) on employees' organizational commitment. It comes at a conclusion that all of the above variables had a significant and positive impact on employees' organizational commitment, with salary accounting for the smallest change in the variance of commitment. Another study provides valuable information about how employees' organizational commitment affects relevant outcomes, e.g., employees' turnover intentions, organizational citizenship behavior (OCB), and job satisfaction (Mathieu & Zajac, 2011; Meyer et al., 2014; Alshurideh et al., 2015).

Some studies give a hint about the link between employees' organizational commitment and performance; however, several meta-analyses have shown that this link is rather weak (Cohen, 2012; Mathieu & Zajac, 2011; Randall, 2011; Riketta, 2014). Additionally, some studies suggest that commitment develops even before an employee enters a company (O'Reilly & Caldwell, 2011), or at a very early stage in a new job position (Porter et al., 2015). In the rationalization process, employees' organizational commitment in turn causes positive attitudes toward the job (Bem, 2015; Salancik & Pfeffer, 2010). Giving the fact that employees' organizational commitment is one of the main reasons for these employees to stay (Hausknecht et al., 2016). However, in large organizations or after mergers or acquisitions, employees' commitment to the organization as a whole may be questionable (Riketta & VanDICK, 2015; Van Dick & Riketta, 2017).

As a result, employees' organizational commitment has been conceptualized in terms of the strength of an employee's involvement in and identification with an organization (Mowday et al., 2013). Depending on the attitudinal approach, commitment is a positive feeling toward the organization which depends on what employees experience on the job and how they perceive the organization (Mowday et al., 2013). The employees' organizational commitment concept emerged from studies exploring employee-organization linkages. Previous research has viewed that employees' organizational commitment continues to be a powerful attitudinal response in employees (Scott-Ladd et al., 2017). In fact, Rathi & Rastogi's (2016) literature review on employees' organizational commitment and found that it has potential to predict organizational outcomes such as an increase in job performance, reduced turn over and withdrawal cognitions, lower absenteeism rate, and increased organizational behaviour.

In this research, the focus is on the study of Meyer & Allen (2012) as they proposed the three-component model, which distinguishes affective, continuous, and normative commitment. An employee will remain with an organization because he/she wants to affective commitment, has to have continuous commitment, or feels compelled to do so (normative commitment).

Role of Communication and Employees' organizational commitment

Communication is the extent to which organizations provide their employees with organization-related information, such as information about changes in organizational policies and procedures, financial results, employee and group successes, and customer feedback (Vandenberg et al., 2015). Construction of employees' organizational commitment

has been researched extensively. Some of these studies have demonstrated the relationships between commitment and several other organizational variables; such as: (a) absenteeism (Steers, 2016; Larson & Fukami, 2015); (b) leadership style (Morris & Sherman, 2011); (c) job performance (Mowday et al., 2015; Steers, 2016); (d) turnover (Angel & Perry, 2011); and (e) communication openness (Argyris in Housel & Warren, 2016). In fact, there is a lack of research on the relationship between organizational communication and commitment and any relationship that may exist between these two variables is more implied than demonstrated (Putti et al., 2011).

According to Downs et al. (2016), few studies have supported the relationship between communication and employees' organizational commitment. Keyton (2015) defined organizational communication as "a complex and continuous process through which organizational members create, maintain, and change the organization" (p. 33). Based on this definition, communication has been linked to employees' organizational commitment of continuous development in several ways. Allen (2013), for example, found that, especially in organizations involved in total quality management, communication variables explained up to 59 percent of the variance in employees' organizational commitment. Ridder (2016) found task-related information to be important for employees' organizational commitment, while McDonald & Gandz (2012) suggested that commitment was especially important for the human relations within the organization.

Organization interrelated information can be bridged to the whole employees via a set of channels such as group meetings, group leaders, brochures and newsletters, managers, company websites, and organization mission statements and objectives (Argenti, 2014; Soupata, 2015). Accordingly, these methods can affect employees' organizational commitment, because employees feel they have a sense of ownership. In addition, knowing more about the internal procedures, will increase the employees' attachment to their employers because they will see themselves as core members, and contribute to the organization's goals. Some researchers have traditionally divided the employees' organizational commitment interrelated concepts or components known as: the attitudinal and the behavioral commitment (McCarthy et al., 2015, p. 52 Cited Kuvass, 2016). Attitudinal commitment represents the strength of an individual's loyalty to the organization and emphasizes his/her identification and involvement with it. Behavioural commitment, on the other hand, reflects the process whereby individuals link themselves to an organization, because of the costs involved in leaving it.

Keyton (2015) defines organizational communication as "a complex and continuous process through which organizational members create, maintain, and change the organization. Managers usually play an important role in this process, as they have to provide a bigger picture of the organization and the environment around it (Robson & Tourish, 2015). The centrality of managers in the process suggests that there is a link between managerial communication and attitudes about the organization, so the subordinates can create attitudes from the messages they receive from the managers, and behave according to the information they have. Therefore, one of the consequences associated with such behaviour is, the commitment of employees to the organization. Organizational communications, commitment, and job satisfaction are all variables that affect organizational performance, so poor organizational communication has been found to lower employees' organizational commitment (Kramer, 2015; Rodwell et al., 2014).

The effect of organizational communication on the levels of commitment between employees has attracted the attention of some researchers (Goris et al., 2015; Pettit et al., 2010; Stuart, 2015). As Stuart (2015) argued, communication construction can affect empowerment of employees, which in turn affects employees' organizational commitment. Additionally, employees' organizational commitment has three basic components: identification with the organization's goals and values; involvement in the organization through effort; and loyalty to the organization (Al-Meer, 2017), so it's important to link the effort of communicating the goals, values, policies, and the process of dealing with customers with superiors and subordinates across the organization, and the overall enhancement of the levels of commitment among employees. Although it is hard to manage employees' commitment (Gould-Williams, 2016), communicational methods play a significant role in enhancing commitment levels, through the Human Resource Management (HRM) practices, and to ensure the future vision and the strategy for the organization. Consequently, increasing the ownership practices by increasing the involvement of employees in the decision making process, and through the delegation of some tasks to them and accounting them responsible for the actions they make, will affect overall employees' organizational commitment.

On the other hand, communication can be seen as a specialty and there is a need to determine the skills and knowledge that should be available inside the firm. The knowledge-skill attributes were identified in the first round of

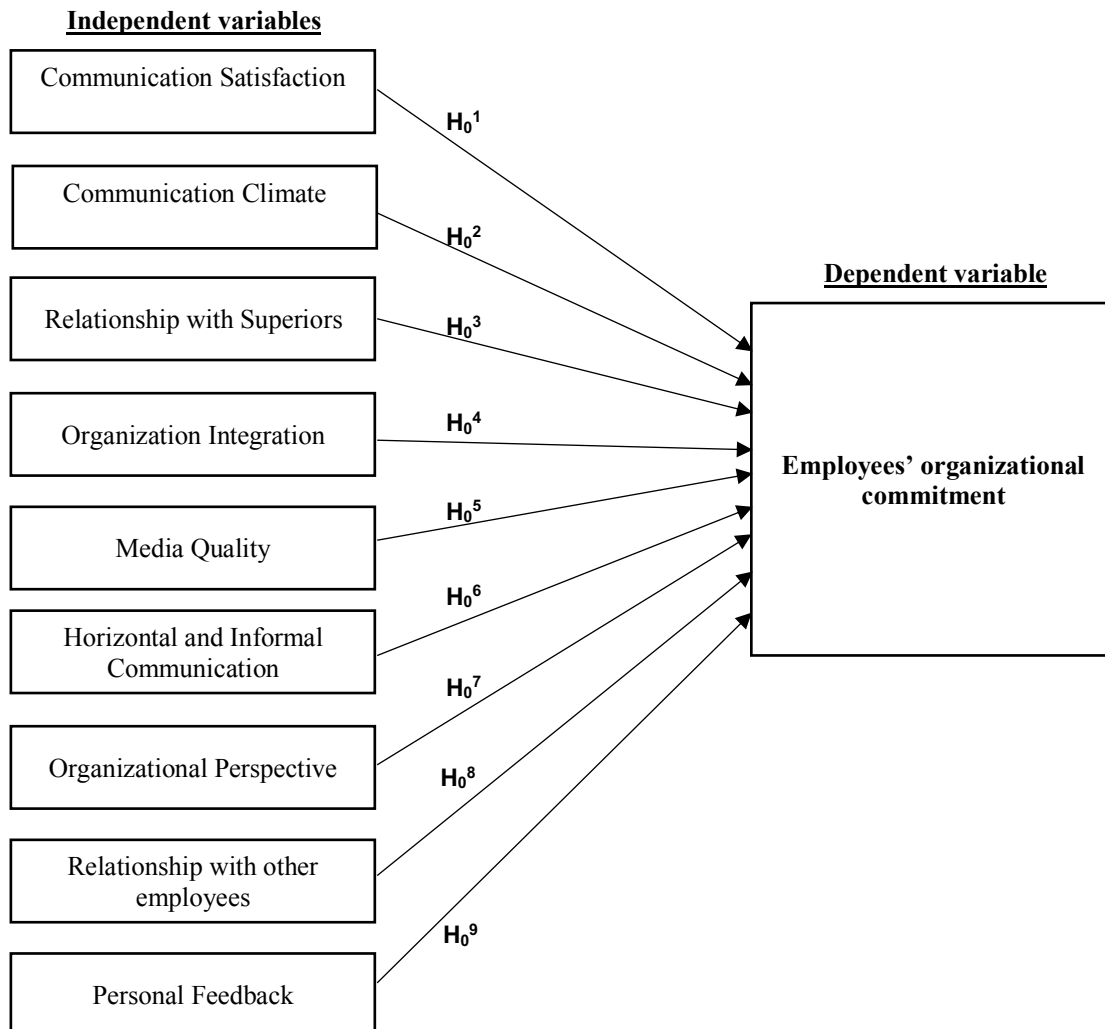
Delphi’s study such as knowledge of multiple languages, writing and editing, basic psychology, organizing events, communicating and understanding different cultures, understanding of various media (online, video, print, etc.), understanding of research techniques, change management, project management, marketing, working with media, branding and design.

Moreover, communication and employees’ organizational commitment is a “psychological stabilizing or obliging force that binds individuals to courses of action relevant” to the organization (Bentein et al., 2015, p. 358). To sum up, while a number of studies exist to investigate the relationship between the role of communication and employees’ organizational commitment, there is no evidence on the said relationship in Malaysia. Thus, and with reference to the objectives of this study, the research tries to contribute to the existing literature by explaining the relationships among studied variables as shown in the study framework below.

Conceptual Framework

The conceptual framework of the study is constructed according to the objectives of this study. The hypothesized relationship indicates that communication is linked to employees’ organizational commitment. As discussed previously, the problem statement argues that communication satisfaction has an impact on employees’ organizational commitment, and improve the level of loyalty of employees in the organization. Communication satisfaction, communication climate, relationship with superiors, organization integration, media quality, horizontal and informal communication channels, organizational perspective, relationship with colleagues, and personal feedback were treated as independent variables of the study while the dependent variable was employees’ organizational commitment.

Figure 1-1:- Conceptual Framework.



Research Hypotheses

Based on the conceptual framework, the hypotheses are as follows:

H01: There is no significant relationship between communication satisfaction and employees' organizational commitment.

H02: There is no significant relationship between communication climate and employees' organizational commitment.

H03: There is no significant relationship between the relationship to superiors and employees' organizational commitment.

H04: There is no significant relationship between organizational integration and employees' organizational commitment.

H05: There is no significant relationship between media quality and employees' organizational commitment.

H06: There is no significant relationship between horizontal and informal communication and employees' organizational commitment.

H07: There is no significant relationship between organizational perspective and employees' organizational commitment.

H08: There is no significant relationship between relationship with subordinate and employees' organizational commitment.

H09: There is no significant relationship between personal feedback and employees' organizational commitment.

Research Methodology:-

To achieve the objectives of the study, hypotheses are developed and tested using comparative and quantitative research design. In quantitative research, sampling is typically representative and randomized, to ensure that results can be generalized from a sample to a population and also that participants with certain characteristics are adequately represented in the sample. In contrast, sampling in qualitative studies is typically purposeful, with the goal of intentionally sampling cases that can best help the investigator understand the central problem under study (Jane Forman et al., 2015).

Yet, due to the fact that population in this study is small, the whole population will be used to test the hypotheses.

Questionnaire Design

A Questionnaire was used to test the hypotheses, so a quantitative research design was implemented since such type of research's measurement provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships, where Maxis Communications is the company under study. This part of the questionnaire contains five questions. Each question addresses one of the respondent's demographic characteristic such as gender, age, academic degree, experience years, and the management level.

Population and Sampling

Saunders et al. (2015) explained that the choice of sampling techniques and sample size depended on the feasibility of collecting data which will lead to answering the main research questions, as well as addressing its objectives as a matter that it is also influenced by the availability of resources. The study further explained that "All your choices will be dependent on your ability to gain access to organizations" (p. 235). This study is conducted to examine the relationship between the role of communication and employees' organizational commitment in Maxis Communications, the population consists of 107 employees from Maxis Communications office in Kuala Lumpur, Malaysia.

Validity, Reliability and Piloting

Reliability is the degree to which an instrument produces the same results with repeated administration (Beanland et al., 2015; Polit & Hungler, 2015; Considine et al., 2015). A high level of reliability is important when the effect of an intervention on knowledge is measured using a pre-test/post-test design. Concepts related to reliability are consistency, precision, stability, equivalence and internal consistency (Beanland et al., 2015). Regarding how to measure reliability; it can be measured using correlation coefficients or reliability coefficients (Beanland et al., 2015; Polit & Hungler, 2015; Considine et al., 2015). The data used for reliability and validity analysis in this study are typically obtained during a pilot study. This represents the eventual target population in terms of range and level of ability. Moreover, it is employed to ensure the most effective and understandable wording method and to determine whether the data collection procedures are effective and successful. The initial draft of questionnaire has been

prepared and initial data have been gathered from a group of 25 employees (a sample of all the employees) who work in different departments and in different managerial levels. In addition, notes and feedback about the clarity of the questions and how employees understood each question they were provided with, and the questions that were not clear enough to the employees were reviewed and re-written.

Results and Data Analysis:-

The questionnaire was intended to be self-completed. Therefore, an online survey was prepared and sent to the respondents and follow up was done until the questionnaire was completed. The first part of the questionnaire included five employees' demographic characteristics which are: gender, age, academic degree, experience years, and management level. Results shows that about 62% of study respondents are males and 38% were females. Regarding the sample's age and educational distribution, results indicate that the majority of study sample ages (91.6%) are less than 35 years old and (81.3%) are holding Bachelor degrees. In regardsto the respondents' experience and longevity, results show that 62.6% of respondents have less than 5 years' experience and 26.6% of the respondents have from 5 to less than 10 years' experience. Furthermore, about 84% of study respondents are employees and the rest are managers.

Inferential Statistics: Hypotheses Testing

Simple regression and multiple regression, alongside with other statistical tests are utilized to accomplish the hypotheses testing objective. Results of hypotheses testing are further discussed and analyzed to come up with conclusions and results of the research.

Hypotheses Results

H_0^1 : There is no significant relationship between communication satisfaction and employees' organizational commitment.

A crucial step in hypothesis testing is to determine the significance level (α); the maximum allowable type I error. Often 0.05 is used, and it is considered to be acceptable for this research. Therefore, the decision rule is to reject the null hypothesis if the p -value ≤ 0.05 . As listed in the table below, the p -value $0.000 < 0.05$. Consequently, the implied decision is to reject H_0^1 .

Table 4-1:- Communication satisfaction regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.576	.572	.737

Table 4-2:- Communication satisfaction regressed against employees' organizational commitment (Anova).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.527	1	77.527	142.859	.000 ^a
	Residual	56.982	105	.543		
	Total	134.508	106			

Table 4-3:- Communication satisfaction regressed against employees' organizational commitment (coefficients).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	1.055	.315		3.350	.001
	Communication Satisfaction	.774	.065	.759	11.952	.000

The correlation coefficient $R = 0.759$ indicates that there is a positive correlation between communication satisfaction and employees' organizational commitment. This means that the independent variable and dependent variable change in the same direction. The correlation coefficient is a gauge of how well the model predicts the observed data. In terms of the variability of employees' organizational commitment accounted for the model, R square represents this variability. The value of R square 0.576, indicates the amount of variations in the employees' organizational commitment variable that is accounted by the fitted model. It plots that 57.6% of the variability of employees' organizational commitment has been explained by communication satisfaction. The adjusted R square tells us about

the generalizability of the model. This allows us to generalize the results taken from the respondents to the whole population. In this case it equals 0.572. It is noticed that the adjusted R square has almost the same value as R square. If the adjusted R square is excluded from R square ($0.576 - 0.572 = 0.004$), a value of 0.004 can be found which shrinkage means that if the model has been fitted when the whole population participates rather than those responded in the study. The next step is the analysis of variance (ANOVA) that allows to statistically test the null hypothesis. Looking at the ANOVA analysis, it can be concluded that F- ratio for these data is 142.859 which is significant at $p < 0.05$ (Alpha in this case equals $\text{sig} = 0.000$). The result shows that there is less than a 0.05% chance that an F- ratio of this value would happen by chance alone. Therefore, it can be concluded that there is significant relationship between communications satisfaction and employees' organizational commitment and thus reject the null hypothesis and accept the alternative hypothesis.

Lastly, communications satisfaction has a significant relationship with employees' organizational commitment, where hypothesis 1 has been tested.

H₀²: There is no significant relationship between communication climate and employees' organizational commitment.

Table 4-4:- Communication climate regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.529	.496	.800

The adjusted R square value indicates that the model has accounted for 49.6% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are all significant variables in the model. In addition, it has been noted that Communication Climate item (number 5) "Extent to which communication practices in Maxis Communications are adaptable to emergencies" has the largest impact on employees' organizational commitment.

H₀³: There is no significant relationship between the relationship to superiors and employees' organizational commitment.

Table 4-5:- The relationship to superiors regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.349	.324	.926

H₀⁴: There is no significant relationship between organizational integration and employees' organizational commitment.

Table 4-6:- Organizational integration regressed against employees' organizational commitment (model summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.505	.480	.812

The adjusted R square value indicates that the model has accounted for 48% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are significant variables in the model. And that item 4 (Information about the requirements of my job) has the largest impact on the employees' organizational commitment.

H₀⁵: There is no significant relationship between media quality and employees' organizational commitment.

Table 4-7:- Media quality regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.446	.429	.851

The adjusted R square value indicates that the model has accounted for 42.9% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are all significant variables in the model and it can be noted that Media Quality item number 1 of "Extent to which the organization's communications are interesting and helpful" has the largest impact on employees' organizational commitment.

H₀⁶: There is no significant relationship between horizontal and informal communication and employees' organizational commitment.

Table 4-8:- Horizontal and informal communication regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592 ^a	.350	.332	.921

The adjusted R square value indicates that the model has accounted for 33.2% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are all significant variables in the model and horizontal and informal item number 3 of "Extent to which my subordinates feel responsible for initiating accurate upward communication" has the largest impact on employees' organizational commitment.

H₀⁷: There is no significant relationship between organizational perspective and employees' organizational commitment.

Table 4-9:- Organizational perspective regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.535	.507	.791

The adjusted R square value indicates that the model has accounted for 50.7% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are significant variables in the model and organizational perspective item number 1 of "Information about organizational policies and goals" has the largest impact on employees' organizational commitment.

H₀⁸: There is no significant relationship between relationship with subordinate and employees' organizational commitment.

Table 4-10:- The relationship with subordinate regressed against employees' organizational commitment (model summary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.461	.827

The adjusted R square value indicates that the model has accounted for 46.1% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are all significant variables in the model and the relationship with subordinates item number 2 of "Extent to which my subordinates are responsive to downward directive communication." has the largest impact on employees' organizational commitment.

H₀⁹: There is no significant relationship between personal feedback and employees' organizational commitment.

Table 4-11:- The personal feedback regressed against employees' organizational commitment (modelsummary).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 ^a	.373	.348	.909

The adjusted R square value indicates that the model has accounted for 34.8% of the variance in the criterion variable; employees' organizational commitment. The standardized Beta Coefficient reported in the table above give a measure of the contribution of each variable to the model. Beta values indicate that these are all significant variables in the model. In addition, it has been found that the personal feedback item number 4 of "Reports on how problems in my job are being handled." has the largest impact on employees' organizational commitment.

Conclusion:-

The nature of different communicational channels and methods by which the top management can reach its employees within the organization is one of the most essential aspects of managing the organizing and delivery of high quality products and services. The success of communication is mainly determined through the communicational methods, processes, and techniques, making them vital for employees' organizational commitment among employees. The literature review showed that communication has been related positively to employees' organizational commitment.

Allen (2013), stated that, organizations involved in total quality management, communication variables explained up to 59 percent of the variance in employees' organizational commitment. Ridder (2016) found that having employees' organizational commitment is the function of task-related information that should be clearly determined, while McDonald & Gandz (2012) denoted that commitment was important for the human relations inside and outside any organization. As the hypothesized model of this research indicates; that communication satisfaction has a significant direct impact on employees' organizational commitment. Furthermore, Argenti (2014) and Soupata (2015) studies' results showed that organization related information can be distributed to employees through a variety of channels such as supervisors, group meetings, brochures and newsletters, company websites, and mission statements. Therefore, these methods can affect employees' organizational commitment, because employees feel as though they have a sense of ownership, and knowing more about the internal procedures, will increase the employees' attachments to their employers because they will see themselves as core members, and contribute to the organization's goals. Additionally, it has been shown that communication and employees' organizational commitment is a "psychological stabilizing or obliging force that binds individuals to courses of action relevant" to the organization (Bentein et al., 2015), and that is what has been found from the statistical results from the analyses conducted.

The H_0^1 hypothesis is tested via using Simple Regression statistical technique, the testing shows that there is a significant relationship between communication satisfaction and employees' organizational commitment. The correlation coefficient $R= 0.759$ which is the value taken from the first table indicated that there is a positive correlation between communication satisfaction and employees' organizational commitment. This means that independent variables and dependent variable are changeable within in the same direction. So the null hypothesis was rejected because the significant value resulted from the AVOVA table was 0.000 which is $<$ the ρ value (0.05). H_0^2 (There is no significant relationship between communication climate and employees' organizational commitment), it was rejected since it was tested using a multiple regression statistical technique, and the correlation coefficient of $R= 0.0727$ indicated that there is a positive relationship between communication climate and employees' organizational commitment. In addition, Beta values indicated that all the values are significant variables in the model. So the second null hypothesis was also rejected as the significant value $<$ 0.05. H_0^3 (There is no significant relationship between the relationship to superiors and employees' organizational commitment). This hypothesis was tested and the value of correlation coefficient $R= 0.591$, and the beta values, and the significant value ρ indicated that the null hypothesis should be rejected and that there is a significant relationship between the relationship to superiors and employees' organizational commitment.

H_0^4 (There is no significant relationship between organizational integration and employees' organizational commitment), the statistical technique of multiple regression indicates that standardized Beta Coefficient reported give a measure of the contribution of each variable to the model. Beta values indicated that these are significant variables in the model, so this null hypothesis was rejected since the correlation coefficient $R= 0.711$ indicated that there is a relationship between organizational integration and employees' organizational commitment. Additionally, H_0^5 (There is no significant relationship between media quality and employees' organizational commitment) indicated that the Beta values showed that these are all significant variables in the model, as well as the $R= 0.668$ indicated that the null hypothesis was rejected and that there is a relationship between media quality and employees' organizational commitment.

H₀⁶ (There is no significant relationship between horizontal and informal communication and employees' organizational commitment), the multiple regression technique showed that the Beta values indicated that these are all significant variables in the model, as well as the R= 0.592, indicated that the null hypothesis was rejected and the alternative hypothesis was taken in its place and that there is a relationship between the said variables. Furthermore, H₀⁷ (There is no significant relationship between organizational perspective and employees' organizational commitment), the multiple regression indicated that the standardized Beta Coefficient reported gave a measure of the contribution of each variable to the model. Beta values indicated that those were significant variables in the model, and the R= 0.731 showed that the alternative hypothesis took place and the null hypothesis was rejected, as a result there is a relationship between organizational perspective and employees' organizational commitment. H₀⁸ (There is no significant relationship between relationship with subordinate and employees' organizational commitment) the value of R= 0.694 indicated that there is a relationship between the said variables as the ρ value (which was 0.00) is less than 0.05. Lastly, H₀⁹ (There is no significant relationship between personal feedback and employees' organizational commitment) Multiple Regression statistical technique was used to test this hypothesis and the ρ value (significant value) was 0.000 which is $<\alpha$ value which is (0.05). Beta values indicated that those were all significant variables in the model and indicated that there is a significant relationship between personal feedback and employees' organizational commitment.

Recommendations:-

The study also recommended that managers and supervisors should work towards open communication climate. An open door policy where employees feel free in expressing honest feedback to their colleagues and management should be highly encouraged. The process needs to work from either side in that, both management and employees are considerate in the communication and applaud feedback that helps in achieving greater success. This will not only bring job satisfaction, but also encourage innovation. Furthermore, the study also recommended managers and supervisors must ensure that they are good communicators in that; they strive to convey their ideas persuasively. Their behavior must be dependable at all times and be consistent with what they are communicating, both officially and unofficially. This will ensure that employees are easily convinced with the kind of information they put across at any given time, whether negative or positive.

Study Contributions

This study adds new knowledge to telecommunication industry, the adoption of new technology and techniques to deliver high levels of communication satisfaction among subordinates and superiors, and how it affects employees' organizational commitment. Furthermore, it proposed a new measure of communication satisfaction applied in the telecommunication companies in Malaysia, and examined the role of communication in enhancing employees' organizational commitment.

The main contribution of this study comes from the fact that this study is one of the few to be carried out with the aim of addressing the role of communication in enhancing employees' organizational commitment in Malaysia. Additionally, the literature does not record efforts for measuring communication with employees' organizational commitment however this study reveals a positive relationship between communication satisfaction and employees' organizational commitment.

Suggestions for Future Research and Limitation of the Study:-

There are several suggestions for further research. One of the suggestions include finding out whether the needs identified from the literature correspond with the employee needs in other companies. In addition, since this study was a single case company study, it would be good to do a comparative case study (Ghauri & Gronhaug, 2015), and see whether the results are similar in other companies. Additionally, more research on the present case company could be conducted in order to dive deeper into the strategy communication challenges. Other possible opportunities and perspectives for further research include a language approach to internal communication, and researching the concept of organizational silence (Morrison & Milliken, 2015) with respect to internal communication. Furthermore, the increasing interest in employee engagement at work has created a need to explore the relationship between employee engagement and internal communication, as well as internal corporate communication (Watson, 2015).

Additionally, It would be interesting to explore the relationship between communication and a new intervening variable and then study its impact on the employees' organizational commitment. A number of limitations were associated with the quantitative part of this study. First, the results in this study were based on a single organization

with a small population of 107 employees, so caution must be exercised in generalizing to other organizations. Furthermore, the use of only one data collection method, the questionnaire, brings to light the lack of support for findings results from data analyses. Although, the knowledge transforming function was hypothesized in this study, no data were available that can directly test the urgency of this matter. Therefore, these data should also be collected in the future. It is important to mention that managers will not be able to encourage effective employees' organizational commitment through communication practices unless they recognize and understand what information is valued by their subordinates. Employees are more committed to managers who spend time with them in face-to-face communication. The challenge will be for professionals to connect the trust employees have in their managers to trust in the company, in order to build lasting relationships that enhance firm reputation and employee well-being. This might be accomplished through a closer relationship communication executives have with middle managers so that they also feel connected to the company and can make that connection for lower-level employees. This could be accomplished through regular training and feedback with middle managers about the goals and mission of the organization, as well as to solicit their feedback on how the organization is doing to make progress towards those goals.

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