PSYCHOLOGICAL INFLUENCE OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: A REVIEW

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ABSTRACT

This review paper refers to organizational communication and its significance psychological influence on employees' job satisfaction and Organizational commitment. The paper concentrates on the review of the research carried out in the field of the relation between organizational communication in a company and its influence on employee job satisfaction and on their commitment towards the organization in the recent era. The primary aim of the paper has been to ascertain the opportunities of further research in that field in Malaysia. According to various research it has been strongly affirmed that organizational communication has direct impact of employee job satisfaction and commitment.

KEYWORDS*: organizational communication, job satisfaction, organizational commitment, environment, psychological influence*

1.0 INTRODUCTION

In every sphere of life, great and mutual relationship begins with communication, it can be simple and easy as saying "Hello" which may end up with a great and lifetime bond. In order word, (no communication, no relationship).Presumably, through inductive and deductive reasoning, it can be said that the way and manner communication is delivered can either lead to friend or foe. Without gainsaying, organizational communication is not just an important basic principles in an organization but is an arbitrator that mediate and creates a strong psychological bond between employer and employees towards the same goals and direction of achieving organizations sets goals. As enunciated by Joanna (2010) making something to happen in an

organization, must be done through communication, as this we allow the best inventions and intentions of the organization to be realized. One undeniable fact about communication is about is dynamism, which made it to undergo constant change (James, 2007) Thus, communication has to be effective and done strategically, as it remains the only way and process of exchanging information in the workplace and the very "heart" of management process.

It is quite obvious that communication in human daily activities is inevitable as it is part of human nature. Organizational communication remains the bedrock of survival of any organizations. Communication is said to be a formative and most important factors of organization identity, communication is the heart and essence of administration which involves planning activities, organizing, coordinating, leading and control. "Communication is exchange of the message" from one person to another, through an intermediary and a sense of awareness and understanding among the human elements" (Ali, et. al., 2014). Communications in organizations are the source of power and means for applying the optimal legal and administrative actions that are in the organizational hierarchy (Fakhimi, 2000).

Without communication, there would be no direction, and without direction, management are left handicapped and confused, employees are left struggling with daily task. Conversely, without an effective communication structure in an organization, the day to day planning will be ineffective, making organizational aims and goals unachievable. According to (Stephen & Ayaga 2014) it was assumed that communication is one of the most important factors in job satisfaction. "Whether it is overload, under-load and superior-subordinate type, communication is the most important aspects of an employee's work in modern organizations". The management of communication is crucial for progress on the job and continued employees commitment. It was orated by (Monika, 2013) that putting in a place an effective communication structure in the organizational enhances and influences the efficient and effective management of the company's most valuable resource (Human). Strong communicative cultures empower their people, as it consistently recognize talents and achievements, it encompasses making employees' roles and responsibilities clear (Kristine, 2014).

Nevertheless, having a positive organizational communication culture, doubtless leads to positive self-esteem creating a win-win atmosphere when employees are getting feedback of their performance promptly. Pradnya (2014) study reveal that good and positive communication leads to increased job satisfaction, safety, productivity, and profits; it decreases grievances and turnover. Communication within any organization is crucial for its smooth functioning. It is the tool with which people strive to attain organizational goals and objectives and ultimately the common core goal of profit and progress, as ineffective communications may lead to misunderstandings, lack of information, lower performance and more employee rotation. The inability of managers to effectively communicate with their employees leads to poor performance. The same is true when employees do not trust their managers because there will be no proper upward flow of crucial information. Conversely, organization that communicate increases it employees esteem leading to increased organizations production.

2.0 LITERATURE REVIEW

2.1 Organization Communication

Study in the past has postulated various theory proving that organization communication is very crucial for organization survival. Thus, same can be said in the present era that communication is not just crucial but inevitable. It was mentioned in the holy book that the existence of the whole world is through communication. It is worthy to note that traditional management methods might not be the only way to get people motivated. Instead, a different approach can be used and achieve the same if not more (McGregor, 1960).

2.2 Communication Theories

Previous literature has explored several communication theories prominence on organizational communication theories and on the models proposed by the specialists in the field. These theories are found at the crossroads of some academic fields, thus, communication process has raised the interest of different sciences such as philosophy, history, psychology, sociology, ethnology, economy, biology, cibernetics or the cognitive sciences.

2.2.1 Laswell's Model

Laswell's model proposed a linear model, which explains the communication process as "Who says what to whom in what channel with what effect." The theory primarily immersed on verbal communication. The theory expounded a simple description of one-way communication process, which comprises of a speaker who communicates a message to a receiver by making use of any of the media like to finally convey the information.

2.2.2 Schramm's Model

Schramm provided several models out of which the first was essentially an elaboration of Shannon's. The model is a concept of "commonness" between the source and the receiver. The message from the source is encrypted and is transmitted in form of a signal to the receiver where it gets translated. Here the information carried in form of a signal is encoded and decoded in the common way in which both the sender and receiver can interpret it easily.

2.2.3 Westley-MacLean Model

This model tells that in an environment various events occur on which advocates may choose to comment. The advocate's comment are taken up by different types of media like print, radio, television, etc which passes on the information to the audience. The audience responds to these comments and gives its feedback to the media and to the advocates. Even the media can give its feedback to the advocates. The model elaborates the feedback concept and emphasizes on mass communication and interpersonal communication, as well as the relationship between the two

2.2.4 Kincaid's Convergence Model

Kincaid define communication as a process in which participants create and share information with one another in order to reach a mutual understanding. This model which lead to a relational perspective of human communication explicit affirmed that when information is shared with individuals or groups taking part in the communication process, it may lead collective action towards mutual agreement and mutual understanding. Before this, the information is understood, interpreted and perceived by individuals. Communication is this model is viewed as a process rather than a single event. The model emphasizes information exchange and networks that exist between individuals.

2.3 Organizational Communication and Its Psychological Impact

Psychological or intangible rewards (intrinsic) such as recognition and appreciation, feedback on performance are done through communication, because they plays an important role in motivating employees and raising their self-esteem and performance (Maslow, 1959). A study conducted on impact of the effectiveness of organizational communication on job satisfaction through job motivation of employees of Shiraz Telecommunication Company. The study respondents encompassed all employees of the organization among which 248 are selected by simple random sampling for the research, whilst the data collection was done through questionnaires of effectiveness of organizational communication, job satisfaction and job motivation. The results significantly shows that organizational communication has a significant effect on employees' job attitude and how they perceived their organization (Ali et. al., 2014). Empirically, it has been established that communication is the bedrock and vital for organization managers and their job (Parsaeeyan and Araabi, 1997; Abbas and Barootian, 2010; Moshabaki, 2001). Nevertheless, in today's organizations, it's worthwhile to note that organizational communication is very important because, it advance the goals of the institution.

2.4 Impact of Communication on Employees' Job Satisfaction

A study on impact of communication climate and job satisfaction in employees' perceptions affirmed that communication is among one of the most elusive organizational variables and has a vital importance as told by Kamasak & Bulutlar (2008). The study shows that job satisfaction was regressed on communication and communication was observed to have a significant effect on job satisfaction. Secondly, perceived external prestige was regressed on communication. The results indicated that communication had a significant effect on perceived external prestige as well. Additionally, studies on communication Daniel, 2012; Andrews & Kacmar, 2001; Goris, Vaught, & Pettit, 2000; Gregson, 1990; Delahoussaye, 2001) has shown that when organization made use of communication effectively, it leads to employee job satisfaction.

In another study by Ipek (2013) results revealed that organizational and departmental communication satisfaction have significant effect on employee job satisfaction ($\beta=0.45$, $p<0.01$), ($\beta=0.52$, $p<0.01$) respectively. Results also revealed that organizational and departmental identification have significant effect on employee job satisfaction ($\beta=0.33$, $p<0.001$), ($\beta=0.47$, $p<0.001$) respectively. The findings of this study reveals that communication has relatively powerful and proximal influence on job satisfaction. Therefore, for organizations

that wish to enhance job satisfaction, it would be worth focusing on efforts to enrich communication both within an organization and within a department level (Hrund 2011; Monika, 2011).

2.5 Organizational Communication and Employee Commitment

Effective Organizational Communication remains a significant key to source of employee's commitment to its organization and increase performance as maintained by various empirical studies (Kirti 2012; Argenti, 1998; Rodwell, Kienzle & Shadur, 1998; Singh, 1998; Ölçüm Çetin, 2004; Çorbacı & B. Bostancı, 2013; Luchak and Gellatly 2007; Meyer & Allen, 1997, Altın Gülova & Demirsoy, 2012; Becker 1960). Once employees are provided feedback about their jobs, this help to motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments. It was affirmed that satisfied employee are more committed and are not likely to leave the organization (Arnold & Davey, 1999; Riggio, 2003; Spector, 2003; Cheung et al., 2009 cited in Hrund, 2011).

When there is good communication culture, there is always strong identification with and involvement in the organization and this is usually reflected in their acceptance of organizational goals, willingness to work hard for the organization, and increases their decisions of being a continuous member of the organization (Vedat et al 2014; Somers, 1995; Meyer & Allen 1997; Robbins & Coulter, 2009; Bartlett, 2001; Janice & Barbara, 2005; & Mowday et al., 1982).

2.6 Communication and Internal and External Environment

Pradnya (2014) talks about internal communication as the bilateral exchange of information, ideas and feelings that results in positive dialogue and action throughout organizational ranks. Internal communication activities should ideally focus on better informing and engaging an organization's workforce. How such news and information is received and discussed amongst the employees that ultimately leads to action on their part will ultimately have a positive or negative influence on business performance. Employees who opine that they are better informed about their organization become more personally involved in the business and usually generate higher quality work, and increase in self-esteem. Herzberg (1959) maintained that a simple recognition of employee performance have a significant influence on how people perceive their job and their organization.

Also communication links institution to the external environment. It is through exchange of information that managers are informed of customer requirements, availability of materials, the demands of shareholders, government regulations, and the reaction of society. It is through communication that each organization becomes an open system, which has reciprocity with its environment (Kuntz et al., 1980). Communication is one of the most important elements of the management process. Effective and proper communication in organization has always been essential part of success in management. Experience has proved that, if the organization is not in a proper communication, circulation of affaires will be disturbed and messed. Coordination, planning, organization, control and other functions in the absence of an effective communication system are not realized and the possibility of managing organizations will not be provided

(Mirabi, 2001). Effective communication is inevitable, as it binds activity of individual, group, organization and community in all human societies.

3.0 CONCLUSION AND RECOMMENDATION

A review of the literature was conducted utilizing keywords such as "organizational communication, "communication", "job satisfaction", "job performance" "psychological affect", "organizational commitment" and "employee attitudes". Databases utilized included Google Scholar, Digital Dissertations, and ProQuest Direct. The search resulted in numerous refereed articles, books, and on-line resources. As sources were reviewed, additional citations were found and explored. The paper through different search engine as it methodology has critically review the psychological effects of organizational communication on employees job satisfaction and commitment.

Communication plays a vital part in the effective implementation of change within the organization because employees must receive in time the information about the reasons for the change and its consequences, and uncertainty reduction can be achieved only by providing correct information through official channels and by elliminating the rumours ((Eroğluer, 2011; Taplin & Winterton, 2007 & Bakan, 2011). Effective communication inside the organization contributes to the creation of a motivational organizational climate, and the barriers which appear (language, perceptual, contextual barriers) can be overcome by taking measures which will lead to the improvement of communication quality (an open managerial style, clear communication rules, appointing a communication responsible and elaborating a communication strategy, including training programs for developing the communication skills).

Thus, the study based on various outcome of previous studies findings opines that organization should ensure that they have effective channels of communication Clear and honest discussion of mutual obligations will facilitate the understanding of expectations, organizational culture, employee development, compensation and benefits. It is for the benefit of the organization when the employees are committed to the workplace. It is an undesired condition that the organization loses qualified workforce.

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