



# The Feasible Linkage Between Organizational Commitment and Employee Communication

Su-Hyang OH

Lecturer, Department of Lifelong Education and HRD, Graduate School of Baekseok University, Korea  
E-mail: kgajwq12@naver.com

Received: November 28, 2022. Revised: December 23, 2022. Accepted: December 27, 2022.

---

## Abstract

**Purpose** – The current study will provide a cause-effect explanation that will reinforce the existing perception that effective communication fosters organizational communication. The findings will also empower organizations with information on why they must polish their communication strategies.

**Research design, Data, and methodology** – This study has collected numerous textual datasets through ‘Qualitative Content Approach’ (QCA). The author of this research had a responsibility to develop comprehensible methods for categorizing and drawing inferences from raw data in addition to data collecting tactics that may effectively solicit representations.

**Result** – The current study ultimately concludes that effective communication is the most cost-effective tool for motivating employees. Two-way organization communication allows employees to communicate the hardships they encounter in their job. The result of this is adjustments that are geared towards eliminating work-related challenges. Total four suggestions exist for practitioners in the main texts on ‘Results’ section.

**Conclusion** – According to theoretical research, organizational commitment is anchored on the ability of an organization's leadership to communicate the organization's values to lower-level employees. Moreover, the findings reiterate the importance of creating leadership systems that embody an organization's core values. Communication systems that engender this ensure that management discloses the rationale for their business and corporate strategies to employees.

**Keywords:** Organizational Commitment, Employee Communication, Qualitative Methodology

**JEL Classification Code:** D83, O15, C25

---

## **1. Introduction**

Organizational commitment and employee communication are two pivotal elements of any organization's management functions. Effective communication is the bedrock of all organizational activities that translate to an organization's output in today's corporate world. Effective organizational communication prevails in many shapes and forms. This includes horizontal communication among employees and most employees at the same level in the organization (Carriere & Bourque, 2009). The other type of communication is vertical communication. Vertical communication supports the transfer of instructions, dissemination of information about decisions, and communication of an organization's goals and objectives. Both forms of communication fulfill the primary purpose of organizational communication, which is to facilitate the smooth running of an organization's operations.

Unlike employee communication, organizational commitment is a relatively new concept in organizations. According to Mariana Barresi, organizational commitment is the belief in an organization's culture, objectives, mission, and goals. Organizational commitment is exhibited through the dedication of employees to their job. Other ways of manifesting organizational commitment are gestures of organizational loyalty, such as pride when talking about the brand and embodying the values of the brand. Organizational commitment is a result of many things, but majorly, it relies on the relationship between employees and the organization. The gradual increase in the significance of organizational commitment as a topic is due to the need to strike a strategic competitive advantage that touches on employee associations with the organizations where they work (Gorden & Infante, 2001). Over the years, corporate organizations have realized that both management and employees should commit to organizational objectives in order for the organization to be successful. Effective communication is at the heart of this relationship because it provides the bridge for employees to develop a great relationship with the organization.

Effective employee communication enables supervisors and managers to direct the execution of daily duties by employees. The uptake of these directions is fundamental in achieving set goals for employees, which translates to evidence of productivity for employees. Employees who fulfill their goals often relate better with their managers, boosting organizational commitment. In addition, open and transparent communication cultivates professional relationships that instill a sense of job security. This feeling is bound to impart organizational commitment because employees see themselves in the organization for a long time. On the other hand, organizational commitment benefits an organization because it reduces employee turnover and aligns employees' goals with those of the organization while ramping up productivity. On this basis, employee communication and organizational commitment are paramount to the sustainability of an organization. The two work co-dependently to ensure optimum organizational productivity (Fard & Karimi, 2015).

The consensus regarding organizational commitment and employee communication is that effective communication reinforces organizational commitment. The available literature links organizational commitment with effective communication without paying attention to what makes the connection. While this is true, there is a need to break down the facets of employee communication to understand how it drives communication. This study delves into the nature of employee communications and how they impact the holistic perception of an organization (Putti et al., 2010). By doing this, the current study will provide a cause-effect explanation that will reinforce the existing perception that effective communication fosters organizational communication. The findings will also empower organizations with information on why they must polish their communication strategies.

## **2. Literature Review**

A study Existing literature and researches conducted by management and communication experts examine forms of communication against the three types of organizational commitment. According to the prior research (Meyer & Smith, 2000), there are three types of organizational commitment. Affective organizational commitment is the emotional connection employees develop towards an organization they work for. Continuance of organizational commitment refers to the desire of an employee to keep working for the organization, primarily because of the costs of transferring to another organization. The third is the normative organizational commitment which is usually obligatory due to signed contracts of certain benefits. Meyers, therefore, emphasizes that the relationship between organizational commitment and employee communication should be focused on the individual types of organizational commitment.

Advanced literature directed towards studying the literature led to the invention of the Communication Satisfaction Questionnaire (CSQ) (Zwijze-Koning & de Jong, 2007). Downs and Hazen developed the CSQ as a descriptive model to study adaptive and translated communication with regard to their impact on affective commitment. The

development of this tool was driven by the fact that effective action is the most endearing type of organizational commitment. Underpinning theory asserts that if affective organizational commitment can be established the other two (continuance and normative) are secondary. The Communication Satisfaction Questionnaire has been applied in over 30 doctorate researches to investigate the link between organizational commitment and employee communication.

The findings from the doctorate research conducted in China, Germany, Thailand, Spain, and Finland are no universal communication and organizational commitment principles. Each corporate organization has employees that are socialized differently. The racial, cultural, and economic differences between employees punctuate the differences in their perspectives on effective communication. The findings point out that employee satisfaction is the key to organizational commitment. According to the research based on the CSQ tool, employee satisfaction varies depending on factors such as job characteristics, the management style that is applied, organizational culture, and employee relations. What complicates this is that all the other factors listed implicate organizational commitment, which challenges the notion that organizational commitment relies on effective employee communication.

In a set of different studies conducted by The Communication Return on Investment, the value of communication lies in its capacity to unite and connect disparate entities. The classic 2004 Communication Return on Investment (ROI) study by Watson Wyatt suggests that effective communication can help employees feel more connected to the organization and quickly connect them to the business's ever-changing challenges (Walden et al., 2017). What's more, it can associate new workers with the authoritative culture and the administrators and representatives amid progress. In turn, the study discovered a connection between job performance, employee turnover, and efficient communication. This study and subsequent reports, in particular, support these findings.

The employees of two large multinational corporations in Argentina were subjects of a study examining the connection between communication satisfaction and organizational commitment. The study focused on affective commitment from the lens of formal vs informal communication. Employees working with DIA and Carrefour participated in the study to establish the connection between the two elements. This study examines 372 cases from the DIA Maxi and Carrefour Express stores in the Buenos Aires metropolitan area (AMBA) to determine which types or modes of communication are more effective at explaining or predicting employee commitment. The results compiled by the study indicated that there is a strong correlation between formal communication and affective organizational commitment. According to The Business and Management Ideas, formal communication in organizations is defined by using proper structures and official channels to disseminate information from management to employees and back to management. With this understanding, the study focusing on DIA and Carrefour employees revealed that effective and mindful formal communication fosters organizational commitment (Welch, 2011). The argument posited beneath the finding was that respectful, formal communication makes employees feel valued. Formal communication founded in clear, concise, and accurate messaging reduced inefficiencies at work, making work bearable. The outcome of this is a positive work experience that promotes organizational commitment.

In a separate study conducted by Tom Postmes from the University of Amsterdam, aspects of employee communication that lead to organizational commitment were investigated. The premise of this study is that social identity, which culminates all social relation elements at the workplace, impacts employees' organizational commitment. The study presents empirical evidence that communication is an antecedent for organizational commitment. As proposed by Katz and Kahn, relational factors at any workplace are significant predictors of the level of organizational commitment shown by employees. In line with this, the study examined the impact of horizontal and vertical communication on organizational commitment. The study dismissed the notion that communication in general impacts organizational commitment. Further, the study disputed the assumption that horizontal communication poses more influence on organizational commitment than vertical communication. The argument elucidated from the study is that horizontal communications founded on proximity with peers enable the development of work support systems (Gray & Laidlaw, 2004). These aid in instilling organizational commitment less than vertical communication does. Vertical communication profoundly affects organizational commitment because it molds perspectives around the pillars of organizations, such as developing a vibrant organizational culture, communication, and belief in the goals and alignment of values. These are essential factors in the development of organizational commitment that the support gained from horizontal communication.

The relationship between organizational commitment and employee communication can also be viewed from the point of knowledge sharing. According to Communications Professor Yavuz Demirel, communication that powers information sharing is the largest enabler of organizational commitment. A research that he steered interrogated employees on their ideologies on how information sharing impacts their ability to commit to their organization. The responses from 537 employees indicated that employees value communication that involves sharing of information, transfer of skills, and exerts throughout the organization (Moyo, 2019). To employees, knowledge sharing helps with problem-solving, promotes skill acquisition, and empowers employees in matters of decision-making as they get groomed for their long-term career goals.

Based on this study, employee communication transcends the creation of relationships and sharpens their abilities to excel at the workplace. While most organizations focus on the superficial level of communication, there is a need to have communication that eases the burden of daily duties. As established in this study, such communication creates cohesion among employees while placing them easily in a position to get through their tasks. The study also contends that communication provides a leeway for solving workplace hardships that negate organizational commitment. Overall, the theories dissect employee communication and organizational commitment to their constituents and draw correlations between the constituents.

### 3. Method

This study has collected numerous textual datasets through ‘Qualitative Content Approach’ (QCA). The author of this research had a responsibility to develop comprehensible methods for categorizing and drawing inferences from raw data in addition to data collecting tactics that may effectively solicit representations in order to increase the credibility of qualitative content analysis. According to the previous research (Woo & Kang, 2020), it is beneficial to put coders through a thorough training program since their expertise and experience have a big influence on the validity of study findings. As a result, it is very necessary to provide coders with clear coding definitions and procedures that are easy to comprehend. Researchers performing a QCA should also offer contextual information about the study and a thorough description of the phenomena being evaluated so that appropriate comparisons may be made (Jung & Ahn, 2022). Rather than offering a transferability score, it is the researcher's responsibility to give enough detailed data and explanations so that other researchers may evaluate the generalizability of the results. Whether or not the researcher's working hypothesis or analytical results may be transferred to another setting is what is meant by "transferability" in qualitative research data (Woo, 2022; Richard & Kang, 2018).

Researchers also appreciate the adaptability of qualitative content analysis to many types of text data. According to the prior study (Woo, 2021; Kang, 2020), qualitative content analysis's ultimate purpose is to "give information and comprehension of the phenomena under inquiry which matches the content analysis' primary benefit that it can be implemented with little disruption (Han & Kang, 2020; Kim, 2020). If the bulk of a researcher's data comes from textual sources, this is a low-impact approach since the researcher and subject interactions are minimized (Schreier 2012). Additionally, verbal or visual data may be obtained from a variety of sources, including fieldwork, and analyzed rapidly using qualitative content analysis. Nantharath et al. (2016) argues that qualitative content analysis may be employed non-reactive, meaning that it can be applied to data without first collecting it via interviews, questionnaires, or lab experiments. Researchers may instead undertake analytical investigations with the use of newspaper reports, public speeches, libraries, accomplishments, television programs, movies, and other comparable materials. This simplifies the work for researchers as well as provides data that can be credible and reliable for a secondary qualitative research. The guidelines laid forth here provide the criteria for classifying the material. There should be no overlap between the categories used in the analysis. These documented guidelines not only make replication simpler, but also increase dependability. When the study is complete, the data may be coded. The text to be examined is labeled with a code, which may be one word or an entire sentence. Every occurrence of the word politician, for instance, is given the code "politician." The next step is to ensure the designed codes are both valid and reliable. For the codes to be trusted, they must be verified. Tests must be run on the code to ensure that it produces reliable results and measures the correct quantities. When everything is said and done, the data is processed, and the findings are presented. After the research is complete, many data sets will be combined into files and made available to the public in a report format that is clear and concise (Han, 2022).

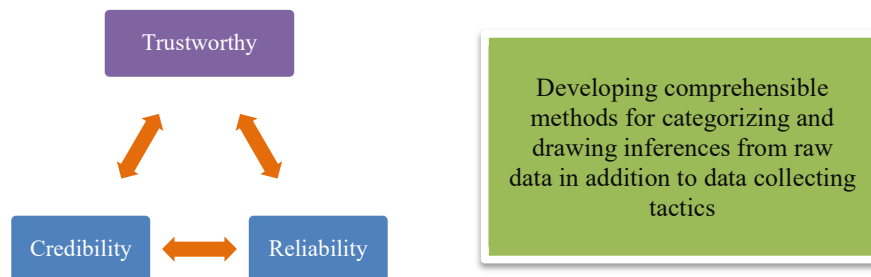


Figure 1: Key Elements of QCA

## **4. Results**

### **4.1. Organizational Commitment Stems from Effective Communication**

The literature and studies presented to demonstrate that there exists a feasible linkage between organizational commitment and employee communication. One of the most profound findings is that organizational commitment stems from effective vertical commitment and some level of horizontal commitment. Vertical communication occurs in a top-bottom and bottom-top approach as employees and managers exchange information. In all the cited studies, it is evident that vertical communication instills organizational values and beliefs to a level that triggers employee loyalty (Carver & Candela, 2008). Horizontal communication on the other hand is the groundwork on which vertical communication thrives. Horizontal communication provides not only psychosocial support but also enables efficient vertical communication. Having the two forms of communication in place fans employee motivation, satisfaction, and commitment to an organization.

Organizational commitment also draws from the level of job engagement that stems from workplace communication. Schaufeli 2006 defines job engagement as stimulation and involvement in the little details of a job. Vertical communication entails sending job reports to supervisors, detailing work processes while paying attention to the challenges and enjoyable aspects of the job. Employers also partake in job engagement on this front by providing guidance on handling the tasks. They also issue instructions on the critical deliverables with direct reference to the impact of the deliverables on the organization's mission. Horizontal communication enables job engagement through cross-departmental sharing of information. Saks affirms this by stating that job engagement provides for psychological engagement and fulfillment at one's place of work (De Ridder, 2004). The essence of usefulness an employee gets from job engagement as their communication engraves organizational values and commitment.

Open communication strengthens employees' commitment to their organization and reduces the likelihood that they will look for employment outside of their organization (Sadia et al.,2016). For new faculty members, this is especially important. By meeting young faculty's communication needs, organizations significantly contribute to improving how members of this faculty view their connection with their employers. Departmental commitment is bolstered by work- and job-centered engagement (Xie & Derakhshan, 2021). The model of job engagement also states that employee engagement is influenced by assistance and communications. These job engagement challenges appear particularly relevant to young faculty given their workplace communication preferences. Other ways in which employee communication forges for organizational commitment are;

### **4.2. Clear Understanding of Goals**

Employee communication cuts across numerous job factors that are intricately connected with organizational commitment. The factors ascertained from the literature review are creating a conducive and supportive work environment, job satisfaction, and resilience in dealing with workplace challenges. 'Communication Satisfaction Questionnaire' unveiled that sharing explicit and tacit knowledge positively transforms a workplace. In the questionnaire, employees answered that with shared knowledge, they are able to learn on the job. The constant acquisition of knowledge and skills compounds to job fulfillment (Varona, 2002). Continuous engagement through communication with bosses enhances the bond between staff and their supervisors. It leads to flattening or organizations opening up doors to exercise creativity and innovation. This space to experiment yields job fulfillment which is undoubtedly a key to organizational commitment.

Both organizational commitment and employee communication feed off management approaches. As mentioned in the study, participative leadership is the cornerstone of both employee communication and organizational commitment. Authoritarian leadership is a precursor for interactive learning in the course of work. In participative and authoritarian leaders, staff finds a chance to cultivate deeper relationships. Through these relationships, they can connect with mentors who model their desired career path for them. Employees resonate with career growth on this front. They are motivated to commit to a job that cares about their long-term career plan by providing a conducive environment to grow. In return, this fosters organizational commitment.

### **4.3. Job Satisfaction**

Job satisfaction is one of the commonly debated topics in the realm of management of organizational performance. This is because job satisfaction can be viewed from numerous angles. The Two-factor theory is premised on the principle that organizations must identify hygiene factors and motivating factors and work on these so as to ensure job

satisfaction in their employees. According to this theory, motivating factors are tangible items like compensation and benefits (Hur, 2018). Hygiene factors are intangible values such as good work culture, job security, and attention to employee welfare. The theory proposes that organizations should improve on the factors in both categories. Interestingly, the hygiene factors are the characteristics of an environment that engenders organizational commitment. Employee satisfaction is realized through the improvement of hygiene factors. This then leads to organizational commitment.

Herzberger's theory gives credence to the data from the literature review studies that effective communication is the key to workplace satisfaction that leads to organizational commitment. In line with Herzberger's theory, hygiene factors promote the existence of a healthy and professional working environment. A critical element of such a setting is proper channels of communication through which employees can raise their concerns. On a general observation, organizations have suggestion boxes in the front office area. However, it is very rare that suggestions are taken, read, and reviewed for improvement of employee welfare.

In the dispositional theory of job satisfaction, studies found that individuals are, in a way, predisposed to achieving a certain level of job satisfaction. The premise for this theory is that job satisfaction has more to do with one's personality than what an organization can do to help the individual achieve job satisfaction. The argument posted therein aligns with intrinsic motivation theories. Intrinsic motivation is ingrained, caused by activities or happenings that appeal to one's desires. Owing to this understanding, employees should be naturally motivated. However, in real work, employees' motivation level is only about 20% (Angle & Perry, 2001). Employees often find themselves in jobs they do not enjoy, in organizations they would ordinarily want to work for, working with employees who are not concerned for good work ethic and so forth. In the wake of all these factors, employers need to deliberately forge a great work experience that promotes job satisfaction.

Conscious efforts to improve the conditions of employees work environment are rooted in effective top-down and horizontal communication (McElroy et al., 2001). It is upon management to set a work culture of tolerance and sensitivity among employees. Organizational management drives how employees voice their concerns and how they are treated within the organization. With the right communication tools, organizations can curate excellent employee communication. As a result, this promotes job satisfaction and, consequently, organizational commitment, as found in the research.

#### **4.4. Creates Understanding**

Organizational commitment rests upon the ability of both leaders and employees to have a clear understanding of what the organization that they work for stands for. The overriding purpose of the existence of organizations is to make a profit out of their business model (Moldogaziev & Silvia, 2015). Underneath this, there are often deeper unspoken and unknown purposes to employees. For instance, the founders of organizations usually draw their inspiration from personal challenges they have encountered. Most of the founders were to fill a gap in society. The existence of the business depends on the personal values of the founders (Morrow, 2011). It takes good communication to create an understanding of the 'why' behind every corporate organization. Both vertical and horizontal communication plays a significant role in creating awareness of the purpose of existence.

Effective communication of the purpose helps to fine-tune the goals of an organization from the basic level of setting individual goals for employees. Most of the time, employees are unaware of why they are asked to do things a certain way (Moynihan & Pandey, 2007). Effective communication helps make it clear that an organization is uniquely different and should follow its own set of procedures and standards. Emphasis on such matters through explicit communication in meetings and training is pivotal in creating a cohesive team that works towards a common goal. With an understanding of organizational vision and mission, employees can focus on delivering their services to the best of their ability in the way that they are required to. This also helps with the creation of an identity that is similar or relatable to an organization. This identity further creates an imprint of organizational values, beliefs, and dreams in a way that encourages a deep organizational commitment (Alrawahi et al., 2020).

The relationship between organizational commitment and employee communication is complementary in the sense that the two complement each other in mediating workplace issues. According to the Harappa School of Leadership, the greatest challenge in today's workplace is the lack of motivation by employees and even managers. This institute asserts that 95% of all the employees in any organization attend their jobs only to earn a living (Lester, 2013). The demotivated employees have no emotional connection to their job but are only there because they need to make a living. The alarm in this statistic compels organizations to invest in strategic efforts to keep their employees motivated. Theoretical frameworks are certain that effective communication and organizational commitment are critical in motivating employees.

Ultimately, effective communication is the most cost-effective tool for motivating employees. Two-way organization communication allows employees to communicate the hardships they encounter in their job. The result of this is adjustments that are geared towards eliminating work-related challenges. On the other hand, organizational commitment strikes a deeper code that enables employees to work through the challenges by switching to fast learning, consulting, or experimenting. The theory of organizational commitment proposes that the desires to fulfill organizational goals are central to goal achievement. Growing evidence affirms this by stating that neither organizational commitment nor effective communication has to come first. Whichever is achieved first accelerates the other. Together, the two-wear resistance to change, increase tolerance to work challenges, and increase motivation to serve the organization's purpose.

**Table 1: Summary of the Research Results**

Main Theme	Key Description
<b>1: Organizational Commitment</b>	Open communication strengthens employees' commitment to their organization and reduces the likelihood that they will look for employment outside of their organization
<b>2: Clear Understanding of Goals</b>	Continuous engagement through communication with bosses enhances the bond between staff and their supervisors.
<b>3: Job Satisfaction</b>	With the right communication tools, organizations can curate excellent employee communication. As a result, this promotes job satisfaction and, consequently, organizational commitment, as found in the research.
<b>4: Creates Understanding</b>	Effective communication of the purpose helps to fine-tune the goals of an organization from the basic level of setting individual goals for employees. Most of the time, employees are unaware of why they are asked to do things a certain way

## 5. Discussions

The findings of the study call on management practitioners to critically review the communication strategies for their organizations. As pointed out, there are two major types of communication; horizontal and vertical. Practitioners need to assess the two types of communication with regard to the intended purpose. According to the evidence presented, vertical employee communication triumphs horizontal communication (Knights & Kennedy, 2005). In this sense, there is a need to invest more in streamlining vertical communication. The accompanying strategies in line with this include emphasizing the value of open and transparent communication between employers and employees. Organizations ought to include the involvement of employees in decision-making, when appropriate, to break the communication barriers across the hierarchies.

According to theoretical research, organizational commitment is anchored on the ability of an organization's leadership to communicate the organization's values to lower-level employees. Moreover, the findings reiterate the importance of creating leadership systems that embody an organization's core values. Communication systems that engender this ensure that management discloses the rationale for their business and corporate strategies to employees. The organizations also share information regarding the core of their values to help create a sense of purpose beyond just mentioning the values (Ashkanasy et al., 2014). To this end, the study urges organizations to deeply examine the fundamental aspects of vertical communication and how employees relate to the organization's beliefs.

The study further articulates the importance of treating employees with respect and dignity. Before taking the title of "employee," these are basic human beings that desire connection, respect, and psychosocial support. As discussed, horizontal employee communication occurs almost effortlessly. Employees can share among themselves their life

situations while helping each other cope with work and life pressure. To capitalize on this, organizations should enable these relationships to thrive through team building, games, competitions, and sponsoring organizational celebrations that break work monotony (Wang, 2008). The value of horizontal communications lies in the creation of work communities that employees find difficult to detach from. According to Maslow's Hierarchy of needs, once the psychosocial needs are met, it is easier for organizations to meet the higher-level needs, consequently fortifying organizational commitment.

More than this, this study calls on the action of policy makers in human resources and general management to look into the work culture on which organizations thrive. Human Resource Departments should amend communication policies and create tools that enhance formal and informal communication. They should also resolve employee issues by providing social and emotional support to incidents that may be demoralizing to the employees. Policies around conflict resolution or challenging management must be reviewed so that employees are free to participate in pertinent issues without fear of victimization. This way, organizations will be positioned in a better way to maintain good working relations for greater organizational commitment.

The study is 100% based on findings from peer-reviewed journals. Data from the articles fulfill the desired validity, reliability, and consistency tests, so it is accurate. It is also supported by voluminous theories covering the fields of organizational commitment and Employee communication. While the resourceful articles are scientific and with methodological research approaches, it would be great if this study brought in new primary data. It is not possible to prove the authenticity of the data collection methods deployed in the research. For example, if a resource article says interviews were conducted, there is no way of proving that this was actually done. The only criteria used were to check whether the authors were professionals in the fields. As well the if the final findings are consistent with the data and the accompanying data analysis techniques.

Another limitation of this study is that the topic is largely a management issue surrounded by social factors. For example, employee communication is shaped by the nature of their work because some jobs are naturally more communication oriented while others are task-oriented. Factors such as policy frameworks for communication, training on effective communication, toxic work cultures, and organizational structures play a crucial role in the relationship between organizational commitment and employee communication. An exploration of the complex relationship between all these factors is essential in building the final argument for the paper. However, the sufficiently merged theories and the available data to come up with a cogent conclusion about the connection between employee communication and organizational commitment.

In today's corporate world, it is challenging to convince employees to commit to a project, a task, and even to the purpose of an organization. Research suggests that a lack of commitment may compromise the organization's effectiveness. Since committed employees are less likely to leave, the company avoids the costs associated with high employee turnover, such as the cost of recruitment and training of recruits. Also, employees who have a strong emotional connection to the company are more likely to give more than is expected of them and to feel better overall. In this sense, the study has identified specific methods for developing affective commitment (Meyer & Smith, 2000).

According to the findings, which are consistent with previous research, both formal and informal communication has a huge impact on affective commitment of employees to the organizations in which they work. Management bodies should consider communication as a management tool for revealing and achieving organizational goals. According to Gibson, Benson, Porath, and LawlerIII (2007), providing such strategic information also increases the of sight, or employees' understanding of how their actions are connected to business outcomes (Gagné, 2018). This has to do with communication management, which involves developing commitment to business strategies and ensuring employees clearly understand how their work can contribute to these strategies' success. It is prudent for organizations to streamline the components of employee communication by establishing efficient channels and working with communication professionals to execute internal marketing. Streamlining communication tools and messages holds the key to job satisfaction, clear communication of goals and an understanding of the organization's direction. All these improve and strengthen employees' organizational commitment (Wang, 2008).

## References

- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, 6(9), e04829.
- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative science quarterly*, 26(1), 1-14.



- Ashkanasy, N. M., Ayoko, O. B., & Jehn, K. A. (2014). Understanding the physical environment of work and employee behavior: an affective events perspective. *Journal of Organizational Behavior*, 35(8), 1169-1184.
- Carriere, J., & Bourque, C. (2009). The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career development international*, 14(1), 29-49.
- Carver, L., & Candela, L. (2008). Attaining organizational commitment across different generations of nurses. *Journal of nursing management*, 16(8), 984-991.
- De Ridder, J. A. (2004). Organisational communication and supportive employees. *Human Resource Management Journal*, 14(3), 20-30.
- Fard, P. G., & Karimi, F. (2015). The Relationship between Organizational Trust and Organizational Silence with Job Satisfaction and Organizational Commitment of the Employees of University. *International Education Studies*, 8(11), 219-227.
- Gagné, M. (2018). From strategy to action: transforming organizational goals into organizational behavior. *International Journal of Management Reviews*, 20(S1), 83-104.
- Gorden, W. I., & Infante, D. A. (2001). Test of a communication model of organizational commitment. *Communication Quarterly*, 39(2), 144-155.
- Gray, J., & Laidlaw, H. (2004). Improving the measurement of communication satisfaction. *Management communication quarterly*, 17(3), 425-448.
- Han, S., & Kang, E. (2020). The marketing strategy to stimulate customer's interest in art-gallery business plan. *Journal of Distribution Science*, 18(8), 47-54.
- Hur, Y. (2018). Testing Herzberg's two-factor theory of motivation in the public sector: is it applicable to public managers?. *Public Organization Review*, 18(3), 329-343.
- Jung, S. H., & Ahn, B. S. (2022). The Meaningful Relationship between Employee Reading Habits and Innovation Competency. *The Journal of Industrial Distribution & Business*, 13(11), 31-38.
- Kang, E. (2020). The relationship between reinforcement of employee's customer-centric behavior and employee motivation factors. *Advances in Social Sciences Research Journal*, 7(7), 338-347.
- Kim S. G. (2020). The marketing model applying the concepts of educational psychology in the private educational service sector. *Journal of Distribution Science*, 18(11), 15-22.
- Knights, J. A., & Kennedy, B. J. (2005). Psychological contract violation: Impacts on job satisfaction and organizational commitment among Australian senior public servants. *Applied HRM research*, 10(2), 57-72.
- Lester, D. (2013). Measuring Maslow's hierarchy of needs. *Psychological reports*, 113(1), 15-17.
- McElroy, J. C., Morrow, P. C., & Laczniak, R. N. (2001). External organizational commitment. *Human Resource Management Review*, 11(3), 237-256.
- Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17(4), 319-331.
- Moldogaziev, T. T., & Silvia, C. (2015). Fostering affective organizational commitment in public sector agencies: The significance of multifaceted leadership roles. *Public Administration*, 93(3), 557-575.
- Morrow, P. C. (2011). Managing organizational commitment: Insights from longitudinal research. *Journal of vocational behavior*, 79(1), 18-35.
- Moynihan, D. P., & Pandey, S. K. (2007). Finding workable levers over work motivation: Comparing job satisfaction, job involvement, and organizational commitment. *Administration & Society*, 39(7), 803-832.
- Nantharath, P., Kang, E. G., & Hwang, H. J. (2016). Investment analysis in the hydroelectric power sector of the Lao People's Democratic Republic (Lao PDR). *Journal of Distribution Science*, 14(8), 5-8.
- Moyo, N. (2019). Testing the effect of employee engagement, transformational leadership and organisational communication on organisational commitment. *Journal of Management and Marketing Review*, 4(4), 270-278.
- Putti, J. M., Aryee, S., & Phua, J. (2010). Communication relationship satisfaction and organizational commitment. *Group & Organization Studies*, 15(1), 44-52.
- Richard, J., & Kang, E. (2018). Culture, competencies and compensation: A framework for pay for performance incentives. *American Journal of Management*, 18(4), 33-48.
- Varona, F. (2002). Conceptualization and management of communication satisfaction and organizational commitment in three Guatemalan organizations. *American Communication Journal*, 5(3), 1-18.
- Walden, J., Jung, E. H., & Westerman, C. Y. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation. *Journal of Public Relations Research*, 29(2-3), 73-89.

- Wang, Y. (2008). Emotional bonds with supervisor and co-workers: Relationship to organizational commitment in China's foreign-invested companies. *The International Journal of Human Resource Management*, 19(5), 916-931.
- Welch, M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4), 328-346.
- Woo, E. J. (2021). The relationship between green marketing and firm reputation: Evidence from content analysis. *The Journal of Asian Finance, Economics and Business*, 8(4), 455-463.
- Woo, E. J., & Kang, E. (2020). Environmental issues as an indispensable aspect of sustainable leadership. *Sustainability*, 12(17), 7014.
- Woo, H. (2022). The Importance of CEO's Sustainable Leadership to Distribute Environmental Education Culture in the Organization. *The Journal of Industrial Distribution & Business*, 13(8), 19-27.
- Zwijze-Koning, K., & de Jong, M. (2007). Evaluating the communication satisfaction questionnaire as a communication audit tool. *Management communication quarterly*, 20(3), 261-282.