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COMMUNICATION SATISFACTION AND EMPLOYEE COMMITMENT AMONG THE HYPERMARKET STAFF

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Abstract:

Communication plays an important role in many sectors and organisations to achieve their missions and goals. Effective communication in organisation is believed to contribute to job satisfaction among employees in the organisation. The main objective of this paper is to study the relationship between communication satisfaction dimensions and employee commitment among the staff at a Hypermarket in Melaka. Based on the quantitative approach, the data are collected through a survey conducted with 104 staff of the Hypermarket. The data collected in this study are analysed using SPSS application (version-26.0). Based on the multiple regression analysis, the studies reveal that the dimensions of communication satisfaction that influenced employee commitment the most are communication between employees. The results suggest some recommendations that can be implemented by the management of the hypermarket for improvement.

Keywords:

Communication Satisfaction; Communication Satisfaction Dimension; Employee Commitment; Effective Communication; Hypermarket

Introduction

In this competitive world, communication helps stakeholders to solve various potential problems inherent in the exchange of knowledge and information (Almajali, 2016; Masa'deh, 2012; Shannak, 2010). This ability to serve the clients, investors, and shareholders well is achieved through effective communication which is viewed as being essential and crucial to any organisational success.

Communication has always been an important element in an organisation. Without effective communication, it is difficult for an organisation to achieve its set goals. However, apart from

ensuring effective communication, employee satisfaction with the communication practiced must also be given necessary attention because it also affects the effectiveness of an organisation. Downs and Hazen (1977) define communication satisfaction as individual satisfaction with various aspects of communication in the organisation including organisational information, personal feedback, job information, supervisor communication, communication climate, horizontal communication, media quality, subordinate communication, top management communication and communication between departments.

Realising the important of communication satisfaction and its influence on employee commitment, and the existence of various issues in maintaining positive relationships between both factors especially in a big organisation, this study focuses on studying about communication satisfaction and employee commitment among the hypermarket staff in Melaka.

Communication Satisfaction and Employee Commitment

To understand the study further and to discover its related issues, the literature that are related to the studies on communication satisfaction and employee commitment in organisations including those similar to the context of a hypermarket are taken to be reviewed. The focus of the literature would be on the studies that are related to the variables of the study mainly communication satisfaction and employee commitment.

Effective communication within the organisation affects employees' job satisfaction in the organisation. It also affects the commitment of employees to the organisation itself. Previous studies have shown that there is a positive correlation between communication satisfaction in the organisation with the employees' commitment to their organisation. For instance, Farahbod, Salimi and Dorostkar (2013) found that, there is a positive relationship and significance between the communication satisfaction factors in the organisation on job satisfaction and work commitment among the employees. The positive relationship between communication satisfaction and employee commitment is also shown by a study conducted by Mustaffa, Abu Bakar, and Mohamed (2009). Their study reveals that, there is a strong positive relationship between the four dimensions of positive relationships communication, upward openness communications, negative relationships communication, and job relevant communication with employee commitment. These results have proven that communication satisfaction does affect commitment and loyalty of the employees towards the organisation they served.

Communication satisfaction should be viewed as an important element in organisation because communication has its own impact on an organisation. According to Sabran (2006), the implementation of responsibilities in the organisation will be easily carry out through a smooth flow of communication. According to her studies, when this aspect of communication is underestimated in an organisation, diverse problems such as employee dissatisfaction will occur and ultimately affects the productivity of the organisation.

In developing an organisation, the superiors should take the right steps to address any problems that may lead to a lack of employee commitment to the organisation. Commitment is critical in an organisation where employee commitment to the organisation to some extent affects the success and productivity of an organisation. According to Newstrom and Davis (2002), commitment is a level at which employees hold and are actively involved in the organisation.

They measured employee's commitment by a strong level of confidence and acceptance of values in the organisation, always ready to do their best and having desire to remain in the organisation itself.

Commitment is seen as an important element to streamline management in the organisation as well as help reduce the problem of employee turnover in the organisation. It is important for management in the organisation to be concerned about employees commitment to the organisation and their working environment to avoid the problem of employees unwillingness to work hard in the organisation as well as the unwillingness to remain working and be loyal to the organisation.

Similar studies to the hypermarket context have been done by Ganesh (2014), and Leow, Bahron, and Kong (2011). Based on Ganesh (2014) interviews with 150 employees for the study on the effectiveness of communication at the Hypermarket in India, he found out that clear communication can lead to higher employee engagement, commitment, retention, productivity, and financial performance. While ineffective communication conveyed at inappropriate time may cause communication blunders which will lead to escalations and discomforts. Leow et al. (2011) study aims to have a better understanding of organisational commitment in the hypermarket industry using self-administered questionnaires and distributed to 463 respondents of three hypermarket chains in Malaysia. The study reveals that, there is a positive relationship between organisational commitment and job satisfaction, organisational empowerment and trust, career advancement opportunities, and perceived organisational justice. However, the studies show a negative relationship between educational level and organisational commitment. The aspect of communication is included in the organisational empowerment variable.

These studies show that communication also plays an important role in the formation of the workplace environment and in influencing employees' commitment to their works and the organisation. Employees in the merchant wholesale organisation act as organisational movers where employees will contribute their services and expertise to help increase organisational productivity. The increase in productivity of an organisation depends directly on the employee who gives commitment to the organisation and the efforts of each employee to launch the organisational management journey. Here, employee commitment in the merchant wholesale organisation depends on the factors that influence the communication satisfaction. Hence, this paper mainly seeks to study the relationship between communication satisfaction dimensions (Individual feedback, communication between employee and directional communication during instruction) with employee commitment among the staff in the Hypermarket in Melaka.

Based on the literature reviewed, the proposed hypothesis for this study is:

HI: There is a significant relationship between communication dimensions and employee commitment among the Hypermarket staff.

Methodology

The procedures of data collection and analysis are explained in this section.

Data Collection

This study employed a quantitative survey method to collect the data for the study within a period of three months. The survey has adopted the questionnaires that have been developed and modified by Mohammed (2012) and Mohd f, Ungku Ahmad, and Abdul Rahman (2004).

In specific, questionnaire consists of 32 items in three sections: A, B and C which is constructed to achieve the research objectives. Section A is related to the demographic information of the respondents. Section B identifies and measures the factors of communication satisfaction based on a set of questionnaires by Downs and Hazen (1977, 1993) modified by Mohammed (2012). Section C consists of the items to measure the employee commitment based on the Organisation Commitment Questionnaire (OCQ) developed by Mowday, Porter and Steers (1982) modified by Mohd f, et al. (2004). For each item in the questionnaire in each section, five answer choices that can reflect the level of satisfaction and level of commitment of the respondents are given. The Likert scale was used for the purpose of choice to the respondents, namely 'Strongly Disagree, Disagree, Moderate, Agree, Strongly Agree.' The Malay language is used for the questionnaire distributed to the employees to facilitate the respondents who are mostly able to read and understand the language better than English language.

In this study, a simple random sampling method based on Krecjie and Morgan (1970) is used to select a total of 104 respondents from 141 staff of twelve main departments (Customer Service, Cashier, Fresh, Grocery, Information Technology, Inventory, Warehouse, Softline, Administration, Produce, Beverage, and Clothes Departments) in one of the hypermarkets in Melaka. This method is suitable to be used in ranking respondents according to service groups (Bougie & Sekaran, 2020). The questionnaires are distributed and collected online via google form which are administered through WhatsApp Application with clear instructions. It is a convenient method to use during the pandemic and less time consuming than the drop and collect method.

Data Analysis

The Statistical Package for Social Science (SPSS) Software Version 26.0 was used to analyse the data obtained. To analyse the demographic information of the respondents, the method of frequency distribution and percentage is used. The level of communication satisfaction and the level of commitment of the respondents are divided into high, medium, and low levels based on mean score analysis. The level of communication satisfaction and level of commitment are categorized based on the mean score as shown in table 1.

Table 1: Communication Satisfaction Level and Employee Commitment Level Based on Mean Score

Mean Score	Level
1.00 – 2.66	Low
2.67 – 3.99	Medium
4.00 – 5.00	High

Pearson Correlation method is used to explain the relationship between the communication satisfaction variable and employee commitment in the Hypermarket. This method also used to analyse the hypothesis of the study. Table 1 is used to identify level of communication satisfaction and the level of employee commitment. Multiple regression methods are used to identify the most dominant communication satisfaction dimensions in influencing work commitment, and the research hypothesis.

Research Results and Analysis

Based on the analysed data, the detail results are presented in this section.

Statistical Analysis

This section discusses the descriptive data of the study variables namely communication satisfaction and employee commitment in hypermarket. There are three dimensions under independent variables which are individual feedback, communication between employee and directional communication during instruction. The dependent variable is employee commitment and had a mean of 4.0817 and standard deviation of 0.36721. The individual feedback had a mean of 4.1626 and the standard deviation had a mean of 0.43683. Communication between employees had a mean of 4.1038 and standard deviation 0.59966, and directional communication had a mean of 4.1775 and standard deviation 0.55381 as illustrated by Table 2.

Table 2: Descriptive Statistics of the Variables

Statistics					
Communication Satisfaction					
		Individual feedback (A)	Communication between employee (B)	Directional communication (C)	Employee Commitment (D)
N	Valid	104	104	104	104
	Missing	0	0	0	0
Mean		4.1626	4.1038	4.1775	4.0817
Std. Deviation		.43683	.59966	.55381	.36721

Normality Test

Normality analysis is performed to determine whether the entire data collected is normal or otherwise. Normality test is performed on the data of 104 respondents. The researchers use Skewness and Kurtosis tests to test for normality as the results shown in Table 3. The results of the normality test showed Skewness for communication satisfaction (-0.064) and employee commitment (-0.024). Meanwhile, Kurtosis test results for communication satisfaction (-0.507) and employee commitment (-0.104) Based on the results of the test, the normality test is normal. Therefore, reliability tests can be conducted in this study.

Table 3: Skewness and Kurtosis Tests

Statistics			
		Communication Satisfaction ABC	Employee Commitment D
N	Valid	104	104
	Missing	0	0
Mean		4.1641	4.0841

Std. Deviation	.42550	.36268
Skewness	-.064	-.024
Std. Error of Skewness	.239	.237
Kurtosis	-.507	.104
Std. Error of Kurtosis	.474	.469

Hypothesis Testing

H11: There is a significant relationship between communication dimensions and employee commitment among the Hypermarket staff.

The researchers use multiple regression to test the hypothesis. Multiple regression is usually used to explain the relationship between multiple dimensions of independent variable and one dependent variable. To analyse the communication satisfaction dimensions that affect work commitment the most, multiple linear regression is used to identify the main dimensions that influence staff commitment. The results of the analysis are shown as the significance obtained value is 0.024 and it is lower than the alpha of significance 0.05. Therefore, the hypothesis is accepted. It means that communication dimensions can influence employee commitment in the Hypermarket and the dimension of communication between employees affect work commitment the most because the significance obtained value is 0.683. Table 4 shows the result of multiple regression test to predict the hypothesis, and Table 5 summarised the hypothesis testing.

Table 4: Multiple Regression Test

Sig = 0.024 F = 3.296 R Square = 0.092			
Variable	Coefficients regression	T	Sig
Constant	2.912		
Individual feedback (A)	0.140	1.551	0.124
Communication between employee (B)	0.031	0.409	0.683
Directional communication (C)	0.110	1.415	0.160

Table 5: Summary of Hypothesis Testing

Answer of Hypothesis Testing	Status	Analysis	Value
The communication dimensions can influence employee commitment among the Hypermarket staff	Supported	Multiple Regression	p = 0.024 p < 0.05

Summary, Discussion, and Recommendations

This section mainly focuses on the discussion of the relationship between communication satisfaction and employee commitment among the hypermarket staff including the level of communication satisfaction and employee commitment in the studies. The descriptive analysis is applied to identify the demographical factor, level of communication satisfaction and level of employee commitment. Pearson Correlation analysis is applied to examine the relationship communication satisfaction and employee commitment among staff at the hypermarket. This analysis also identifies which communication satisfaction dimensions mostly influence the employee commitment by using multiple regression analysis.

The Level of Communication Satisfaction

Based on the research results, the level of communication satisfaction is divided into three levels which are low, moderate, and high on mean score analysis. The results show that majority respondents have a high level of communication satisfaction. This will help the hypermarket to better achieve its target. Since communication satisfaction is subjective, it depends on the individuals' perception, and it is impossible to obtain a total communication satisfaction within a large group of people. Although the results have shown a high level of communication satisfaction, it does not mean the hypermarket management should be complacent. The level of communication satisfaction could be enhanced with some improvement in communication practices.

The results show that communication satisfaction among staff is not only influenced by the extent of communication skills of the employees, but also influenced by other factors such as personality, personal problems experienced by the employees like problems with friends, family, and past histories. These factors may negatively influence the staff from becoming a good communicator.

The Level of Employee Commitment

Based on the study results, the level of employee commitment in the hypermarket is a dependent variable in this study. This is because, the level of commitment given by the employee depends on the independent variable which is communication satisfaction. The level of commitment is an important aspect in this study because the researchers want to see the extent of communication satisfaction in affecting the level of employees' commitment. Measuring the level of employees' commitment is important because that is a way for the organisation to determine how it can survive forward (Affendi, 2014).

This study shows that most respondents have a high level of commitment in the hypermarket. The high mean value proves that the employees have given their high commitment to the hypermarket development. This is due to the high level of communication satisfaction received while working at the hypermarket. The positive perception among the staff on communication satisfaction is contributed by the ability of the hypermarket to provide the working environment that has created a comfortable situation to its staff.

The high level of employee commitment is known as an effective form. An effective form is a relationship of employee emotional bonds to the organisation and involvement in the organisation (Dian & Hermawan, 2013). Thus, all 104 respondents showed the highest form of effectiveness in the level of employee commitment. Effective forms of commitment are the main reason employees give the highest level of commitment to the hypermarket. The high

level of commitment also shows that employees will try to provide good cooperation to their management, leaders, and colleagues. Finally, the high level of commitment is also able to instil belongingness within the staff towards their organisation, thus help to sustain the employees in the organisation. In this case, the management must continue to enhance the communication satisfaction that needs to be implemented to ensure that effective forms of commitment can be sustained and improved.

Communication Satisfaction Dimensions and Employee Commitment Relationships

The researchers have studied all the three communication satisfaction dimensions to identify the relationship and which dimensions affect the employee commitment the most in the hypermarket.

Based on the three communication satisfaction dimensions which are individual feedback, communication between employees and the directional communication in giving instruction, the results show that communication factors can influence employee commitment in the hypermarket. Communication between employees is the dimension that affect employee work commitment in the hypermarket the most. It is because the significance obtained value is greater than other communication satisfaction dimensions which is 0.683. This is the characteristic of employees who always need support from colleagues and information sharing between employees at their workplace. In addition, the employees also need support and recognition from the hypermarket management in their work.

Briefly, there is a relationship between communication satisfaction and employee commitment because the significance obtained value is lower than the alpha significance value. It means communication satisfaction dimensions influence employee commitment in the organisation while doing their daily task. Three communication satisfaction dimensions are involved to identify the relationship between independent variable and dependent variable in this study. It increases the sense of ownership, improves the willingness to know about the internal procedures, and increase the attachments between staff and the organisation. This helps in achieving the organisational goals.

Conclusion

Organisations should be aware that low levels of communication satisfaction can lead to reduced levels of employee commitment. Therefore, the management of the Hypermarket must ensure and provide appropriate communication practices based on the characteristics of employees in the organisation. It is believed that the staff will give full commitment when they are comfortable with the organisation and are satisfied with the communication. In ensuring the organisation to function well, they should see the diversity that exists to produce something beneficial. This is important to ensure that the Hypermarket objectives can be achieved.

Commitment in organisation is very important. The Hypermarket management needs to seriously look at the commitment given by the employees. This way, the organisation could measure its existing ability to achieve its goals based on the level of staff commitment. In fact, high level of commitment also shows that the employees are willing to sacrifice their time and energy to further develop the organisation. Therefore, the management can use the results of this study as the benchmark to see the extent to which communication satisfaction practiced has achieved high level of commitment among employees.

In conclusion, hypermarket management need to ensure that the methods of communication used are appropriate to the characteristics of the employees in the organisation. For example, the directional communication in giving the instruction must be appropriate to the characteristics of the employees. This is because employees want the freedom to do their job in accordance with their expertise and qualifications. Even though the result showed a high level of communication and employee commitment among the Hypermarket employees, the organisation needs to identify and ensure the communication needs of each employee to better increase their commitment to the organisation

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