Organization Communiqué Effect on Job Satisfaction and Commitment in Namibia

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ABSTRACT

Contemporary organizations, consider human resources to be the most strategic assets. Further to realize these assets to optimum, communication is crucial. With technology driven economies effective communication not only enhances organizational outcomes but also plays a dynamic role for ensuring employee commitment. In spite of this awareness, there is limited research conducted on identification and understanding the significance of organizational communication, especially in the Namibian context. Thus, the aim of this research is to address this research gap. Adopting an empirical survey research design, the population is department of the Inland Revenue employees countrywide. With sample of 150 respondents from 900, randomly selected the response rate was 66.67%. Data has been analyzed by descriptive and inferential statistics. Partial Least Squares (PLS) regression was used as inferential statistics to assess the hypotheses and achieve the objectives of the study.

KEYWORDS

Commitment, Communication, Job-Satisfaction, Namibia, Organization

INTRODUCTION

Scholars have broadly defined organizational communication as communication which takes place between individuals in an organization setting (Ali & Haider, 2012; Akpinar et al, 2014; Shockley-Zalabak, 2006). Organizational communication refers to activites that are undertaken to convey and receive messages through various forms, channels across the lines of authorities in matters of concern and interest to organizations. Further, innovation is concerned in creating values that play a significant role in making organizations sustainable in the current scenario (Belal, Shirahada, & Kosaka, (2014) and communication therein plays a critical role and the importance of effective communication in enhancing organizational outcomes has been underlined by several scholars (Garnett et al., 2008; Pandey & Garnett, 2006). Yet most of the studies on organizational communication have mainly focused in the field of communication and business management (Akpinar et al, 2014) and scarce research has been undertaken on its role and effect in public administration. Other studies have demonstrated how the organizational setting has an influence on communication processes and how the nature of communication sets it apart from other forms of organizational behaviour (Abugre, 2010; Akpinar et al, 2014). To understand what is going on it is necessary to have a way of conceiving these varied facets or variables involved (Baporikar, 2015). Moreover, the complexity and nature of the problems related to organizational communication has become even more acute and complex with the arrival of the Internet. The rise of digital and mobile communication has made the world become more connected (Wahi, Medury, & Misra, 2015). Thus, the objective of this study is to develop and test an

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exploratory model of communication and its impact on organizational commitment and job satisfaction in the Inland Revenue Department in Namibia.

By ensuring understanding of needed information that is conveyed to internal and external stakeholders, effective organizational communication strategies enable the simplification of decision making processes or the organization’s operations (Garnett et al., 2008). The adverse impact of the lack of open communication on organizational performance has been underlined by several scholars (Abugre, 2010; Akpinar et al., 2014; Garnett et al., 2008; Pandey & Garnett, 2006). Given the dearth of research on the relationship between communication satisfaction and organizational commitment and employee job satisfaction, the relationship that is assumed to exist between these variables is more implied than proven.

Services are the driving forces that create values for customers according to current business trends (Belal, Shirahada, & Kosaka, 2014) and the Department of Inland Revenue in Namibia (and the Ministry of Finance in general) is expected to be characterized by high levels of effectiveness, responsiveness, accountability, cost-efficiency, as well as a shift to inter-organizational governance arrangements for the delivery of public service (Government of Namibia, 2006). The Department has focused on ensuring the enhancement of the above-mentioned aspects and how to make the Department business-like, but little or no attention has been given to organizational processes as potential determinants of commitment. Employees’ satisfaction with organizational communication practices is one of these organizational processes that have been disregarded.

**LITERATURE REVIEW**

Organizational communication refers to the communication which takes place within an organization, and the core purpose thereof is information-sharing, the establishment of a constant coordination among members of the organization, the conveyance of organizational policies, and the resolution of problems occurring within the organization (Ali & Haider, 2012; Akpinar et al., 2014; Shockley-Zalabak, 2006). Several scholars (such as Darjiani et al., 2014; Engin & Akgöz, 2013, Farahbod et al., 2013; Mutuku & Mathooko, 2014) have endeavored to conceptualize organizational communication. Four roles of this type of communication have been recognized by Harris & Nelson (2008): conveyance of a vision, motivation of subordinates, provision of feedback about performance of subordinates, and assignment of tasks and conveyance of task-related information. Kinicki & Kreitner (2006) identified providing job-related instructions, explaining job rationale, explaining procedures and practices, providing feedback, and effective indoctrination of goals, as purpose of downward communication. The relationship between information overload and organizational satisfaction and performance has been demonstrated by (Kinicki & Kreitner, 2006). Upward organizational communication flows from subordinates to superiors and the main objective is to inform how the work is progressing and share their ideas and ethos about the work and work related aspects (Schchermerhorn, Hunt, & Osborn, 2005). Lastly, horizontal organizational communication means information exchange taking place laterally among peers. The literature emphasises upward and horizontal communication as crucial for employee satisfaction (Harris & Nelson, 2008). Scholars have emphasized the important role played by open organizational communication for enhanced job satisfaction and organizational commitment. Carriere & Bourque (2009) stress that employee’s satisfaction with organizational communication is an intermediate variable in influencing commitment. Work commitment has been proven to be higher in organizations that have open and constant organizational communication (Chen, Silverthorne, & Hung, 2006). Yet, Trombetta & Rogers, 1988 found no relationship between organizational communication and organizational commitment.

For the purpose of this study, organizational communication is defined as communication which takes place between individuals in an organization setting (Ali & Haider, 2012; Akpinar et al., 2014; Shockley-Zalabak, 2006).
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