

The Relationship Between Organizational Climate and Communication Climate With Commitment: A Study on KEMAS Johor

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Abstract

Organizational commitment can vary in scope, content, and degree, whether it is formal or informal, and whether it is forced or voluntary. One of the issues in the field of organizational behavior and industrial relations that are loaded with ideological and moral connotations is the staff's commitment to the organization. Organizational climate is the way people experience the work environment and it is a construct referring to the shared meaning attached to an organization's policies, practices, and measures associated with the employee experience. Communication climate is a social construction from the perception of each employee of the communication behaviour in an organisational environment. Both organizational climate and communication climate are the subjectively experienced quality of the internal environment of an organization. Literature suggested that positive organizational climate and communication climate lead to higher levels of organizational commitment, which has been linked to the increased job satisfaction and employee commitment. For vocational skill settings for women in Malaysia, it is vital that KEMAS Johor can upgrade the involvement and the commitment of their staff to deliver their service in assisting the success of the organization. This quantitative study examines the relationship between organizational climate and communication climate with organizational commitment in KEMAS Johor. The result shows that both organizational climate and communication climate have a strong relationship with its commitment. The result also concludes that the increase in organizational climate and communication climate may increase the organizational commitment level.

Keywords: Organization commitment, organization climate, communication climate

1. Introduction

Every individual working in a corporate organization must be committed in the job so that the goals of the organization can be achieved. Employers often underestimate the commitment of their employees, leading to a decline in their job performance. Increasing employee commitment is very important, this is because employees will be more responsible for their jobs when employers take care of their welfare. Committed employees are usually more able to focus on the job, such as their ideas, efforts and time to meet the expectations of the employer, thereby achieving organizational goals. The committed staff are often associated with corporate quality services that display outstanding achievements. These quality services come directly from an efficient and effective work structure (Che Su, 2004). Meanwhile, corporate organizations with low quality and productivity of work are associated with poor performance. Communication between employees is one of the important elements in achieving work objectives and productivity in corporate organizations (Frank & Brownell, 1989).

Staff commitment, particularly the organizational commitment, has emerged as a promising area of research within the study of industrial and or organizational psychology. Commitment is a very complex concept that reflects varieties of factors acting together. Factors such as organizational climate, communication climate, job satisfaction, working experience, performance, motivation, socialization experience have great influence in commitment (Macey & Schneider, 2008).

Welsch and LaVan (1981) found that organizational climate is directly associated with the organizational commitment. Organizational climate has been identified as a critical link between the members of an organization and the organization itself. Specifically, they found out that the five organizational climate variables, i.e. communication, decision-making, leadership, motivation, and goal setting were significant predictors of organizational commitment.

On the other hand, Gibb (1961) claims that communication climate can affect the way we live in a corporate organization, for example, to whom we talk, how we feel, how we work, how we grow, what we want to achieve, and how we adapt to the organization. He also emphasizes the importance of interaction with employees, particularly the attitude and behavior of managers in their interactions with the organization. Therefore, communication climate has influenced the actions of organizational leaders, to work efficiently and give commitment to the organization to help other members of the organization, as well as contribute creative ideas so that the performance of corporate organizations increases (Rosli & Adnan, 2013).

Corporate organizations including government departments which offer their services to the nation need to have a group of staff that can give full commitment to their jobs. Jabatan Kemajuan Masyarakat Negeri Johor (KEMAS Johor) which is a government department under the Ministry of Rural Development Malaysia was selected to be the focus of this study. KEMAS Johor's mission is to drive the well-being of rural communities in vocational capabilities such as sewing skill, handicrafts, computer literate etc. to improve the working opportunity and having suitable competitive income among women. Therefore, one of their strategies is to focus on staff commitment as the core in the rural community development. In order to achieve and fulfill this strategy, the top management of KEMAS Johor needs to maintain the organizational climate and sustain communication climate in the organization.

Thus, the question arises whether the level of the job commitment among the staff in KEMAS Johor has relationship with the organizational climate and the communication climate at their workplace. This study therefore analyse the relationship between the organizational climate and the communication climate with commitment in the organization.

2. Literature Review

Work comfort is one of the factors that can influence individual commitment to corporate organizations (Razinah & Nazlinda, 2014). Employees will show a high level of work commitment according to the organizational environment that makes them happy. A positive and pleasant work environment is closely related

to the emotional intelligence of employees in a corporate organization (Adey & Bahari, 2010). Commitment is interrelated with emotions because employees need support both physically and emotionally (Muna & Atasya, 2013). Therefore, the role of a leader in a corporate organization is very important for retaining employees in the organization, by building loyalty between employees and the organization (Mohamad & Abiddin, 2011).

2.1 Organizational Commitment

Organizational commitment has become the buzzword of our time and in our daily working life. Commitment, as we realize is a very complex concept that reflects varieties of factors acting together. Tett and Meyer (1989) have reviewed a large number of studies that focused on the relationship between the staff commitment and a number of organizational outcomes. They discovered that there were strong relationships between staff commitment and both job satisfaction and job turnover. Porter et. al. (1979) also found that there were relationships between the organizational commitment and rates of absenteeism. Hence, the available research suggested that employees who exhibit positive organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave the organization.

Meyer and Allen (1997) and describes commitment as a characteristic design of the relationship psychology between members of an organization and its organization, capable of influencing a person's decision to continue to be part of the organization. Individuals with high organizational commitment will be more motivated to be present in the organization and strive to achieve organizational goals. A person who has a high organizational commitment is a more stable and productive individual so as to be able to generate benefits to the organization (Angel & Perry, 1983).

The desire of employees of an organization to remain loyal to work in an organization is based on commitment (Culverson, 2002). Commitment means a constant readiness in the job in performing a job as well as a reluctance to change the plans that have been given (Vance, 2006). Doing a task arises in terms of a sense and awareness of the responsibilities of an individual based on their task is a constant readiness in an individual. The act of commitment has been defined as one of the attitudes of loyalty to the organization that is described by employees as well as the attitudes that have been emphasized on the success of an organization (Tella, Ayeni, & Popoola, 2007). Committed staff is characterized as an employee who shows enthusiasm and hard work in the organization (Siti Intan, Huzili, Noor Aini, & Nordin, 2016).

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There are studies that show that commitment and communication have a close relationship with each other. This is because, communication is a medium for conveying information, indirectly it becomes a tool to control employee behavior especially during discussions between employees and bosses about the duties and policies of corporate organizations (Muna & Atasya, 2013).

2.2 Organizational Climate

The work system of a corporate organization certainly varies according to its own structure and implementation strategy, regardless of whether the private organization or our government is able to differentiate their form of work. These differences are to some extent able to affect the organizational climate felt by employees, where it also affects a person's commitment to work and behavior.

Organizational environment or organizational climate is defined as a set of measurable characteristics about the work environment, according to the perceptions of people working in that environment either directly or

indirectly and thought to influence employee motivation and behavior. According to Denison (1980), organizational climate is defined as a perception or reaction felt by an individual to the situation he experienced, and to some extent able to influence the behavior of the individual. Different organizational climates influence job performance, leadership style and managerial satisfaction (Litwin & Stringer, 1968). This suggests that each person has their own identity that influences the behavior of his or her employees. Climate is a result of organizational behaviors and procedures (Wan Na, 2013). Different organizational climates exist from different corporate organizational structures. There are two important things, which need to be discussed in the organizational climate, namely the workplace itself and the behavior of management (Davis, Newstrom, & Dharma, 2003).

Addressing organizational climate definition requires a careful distinction between culture and climate, which is undertaken subsequently. But first of all, we need to explain the significance of understanding organizational climate formation and the usefulness of making distinctions between culture and the climate. Tagiuri and Litwin define the climate as follows: "The organizational climate is a quality of an organization's internal environment, which is experienced by its members, it influences their behavior, and can be described in terms of the values of a particular set of characteristics (or attributes) of the organization" (Tagiuri R., Litwin, G. H. 1968).

2.3 Communication Climate

Communication climate is the interpretation of messages as well as events related to the messages that exist in the organization. It is characterized as the exchange of information between employees in the internal environment of the organization itself through formal or informal networks (Nurulazian, 2017). Kamasak and Bulutlar (2008) have stated that communication climate is considered as a communication element involving management's acceptance of an employee's communication and trust in the organization based on the information that has been presented.

According to Gibb (1961), climate begins to evolve, as soon as two individuals begin to communicate. Thus, effective communication is not only a method of exchanging knowledge and ideas, but also a process of building relationships. Gibbs also emphasizes the importance of interaction with employees, particularly the attitudes and behaviors of managers in their interactions with the organization. He identified two poles in the communication climate, defined as a climate of support and sustainability (Gibb, 1961).

With regard to the communication phenomenon, it is vital for an organization's ability to be productive and operate smoothly. In fact, communication does not only involve words, but combines a set of skills including non-verbal, listening, the ability to communicate and the ability to recognize and understand their own emotions and those of the person with whom the communication is made. Existing types and specificities of communication effectively contribute to job performance and increase the satisfaction of how employees are informed. Following these, an attempt is made to start, at organization level, some rebalancing in order to eliminate blockages and obstacles that intervene in the achievement of a successful communication, which have as repercussion the non-fulfillment of the duties in order to satisfy at an optimal level all the general interests. There is a symbiotic relationship between communication and the organizational climate in that the communication process influences the climate and vice versa. The perception of a positive community sense within an organization also contributes to a positive organizational culture.

The communication climate has influenced the actions of organizational leaders, to work efficiently and give commitment to the organization to help other members of the organization, as well as contribute creative ideas so that the performance of corporate organizations increases (Rosli & Adnan, 2013). A research conducted in one of the banks in Indonesia confirms that organizational culture has a positive and significant effect on performance as well as a positive and significant effect on the performance of leadership style. Organizational culture and leadership style also influence performance positively and significantly (Pradana, Sudiarditha, & Waspodo, 2015). Other studies also show a positive relationship between organizational climate and communication climate with commitment at the work place (Aida Nasirah, 2000; Dorgham, 2012 and Andi, 2019).

3. Methodology

This research employs a quantitative survey method by distributing online questionnaire to collect data at KEMAS. This method is applied as it enables the collection of large amount of data with relative ease from a variety of people. By applying survey research, researchers are also able to examine many variables, i.e. attitude and behavior patterns, feelings, opinions, motives, and others aspects of the respondents in this study (Wimmer & Dommick, 1997). This study took the simple random sampling to collect a data and a total of 310 respondents out of 1584 total of employees in KEMAS were selected randomly as respondents. Data were analyzed using Statistical Package for Social Science (SPSS) Version 23.0.

4. Results and Findings

The result shows that out of 310 respondents, the number of female respondents is higher than that of male respondents. A total of 93.23% are female and 6.77% are male and 100% are Malay. The result also shows that the majority of respondents in this study are aged between 36 - 45 (26.45%); followed by the age range of 46 - 55 years, 14.52%; respondents at the age of 55 years and above with a percentage of 11.61% and the lowest is the age range of 25 years and below which is 4.19%. The respondents working for the highest working period was 1-10 years (49.35%), followed by 11-20 years (26.77%), more than 21 years is 20.00% and the shortest period is less than 1 year (3.87%). Therefore the working period of the majority of respondents is at 1 year - 10 years. This study also reveals that the percentage of position status for continued contracts is higher at 70.32%, compared to the permanent position status of 29.68%. Based on this information, the majority of respondents for KEMAS staff are those who consist of connected contracts.

For organizational climate, a total of 43.87% with a total of 136 respondents chose the satisfactory level and the lowest level was very unsatisfactory with a percentage of 2.58%. While the majority of respondents felt the level of organizational climate is very satisfactory with a percentage of 53.55%. For communication climate, the result shows a total of 42.26% respondents chose the satisfactory level and the lowest level was very unsatisfactory with a percentage of 3.23%, while the majority of respondents felt the level of organizational climate is very satisfactory with a percentage of 54.52%. For the commitment level, the result reflects that a total of 70.65% respondents chose the satisfactory level and the lowest level was very unsatisfactory with a percentage of 2.90%, while the majority of respondents felt the level of organizational climate is very satisfactory with a percentage of 70.65%.

Pearson Correlation analysis was used to find the relationship between organizational climate and communication climate with commitment. Table 1 shows that there is a strong, positive relationship between organizational climate and commitment, $r = 0.772$, $p=0.000$ where it is strongly believe that increases in organizational climate were correlated with increases in rating of commitment. The data in table 1 also shows that there is a strong, positive relationship between communication climate and commitment, $r = 0.795$, $p=0.000$ where it is strongly believe that increases in communication climate were correlated with increases in rating of commitment.

Table 1: Pearson Correlation output for relationship between organizational climate and communication climate with commitment.

		Y	Findings
X₁	Organizational Climate	Pearson Correlation sig. (2-tailed) N	0.772** 0.000 310
X₂	Communication Climate	Pearson Correlation sig. (2-tailed) N	0.795** 0.000 310

Multiple linear regression was used to test if organizational climate and communication climate significantly predicted commitment. Table 2 displays the coefficient result for multiple linear regressin.

Table 2: Coefficients Result for Multiple Linear Regression

Commitment	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.572	0.140		4.093	0.000
Organizational Climate	0.349	0.068	0.335	5.102	0.000
Communication Climate	0.550	0.72	0.506	7.694	0.000

The fitted regression model was developed using the Table 2 and it was mentioned in **Equation 1**. The overall regression was statistically significant ($R^2 = 0.66$, $F(2, 307) = 299.74$, $p = 0.00$). The results revealed that the Equation 1 was a significant predictor of Commitment. It also shows that 66% of the variance in the commitment can be explained by organizational climate and communication climate, which is large.

$$\text{Commitment} = 0.57 + 0.35*(\text{organizational climate}) + 0.55*(\text{communication climate}) \dots \dots \dots \text{Equation 1}$$

Equation 1 shows that organizational climate significantly predicted commitment ($\beta = 0.35$, $p = 0.000$). This reflects that as organizational climate increases by one level, commitment will increase by 0.35 level. **Equation 1** also mentioned that communication climate significantly predict commitment ($\beta = 0.55$, $p = 0.00$). This indicate that as communication climate increases by one level, commitment will increase by 0.55 level.

5. Conclusion

Organizational climate and communication climate does have relationship with organizational commitment. Result from Pearson Correlation analysis proves that both organizational climate and communication climate have a strong relationship with commitment with $r=0.772$ and $r=0.795$. Meanwhile, outcome from multiple linear regression proves that both organizational climate and communication climate can explain 66% of the variance in commitment. The result also concludes that the increase in organizational climate and communication climate may increase the commitment level by 0.35 level and 0.55 level. This result or knowledge therefore will be able to help enhance KEMAS Johor at building and sustaining the committed and well-motivated staff to pursue its challenging mission and ensure its success. Further studies are suggested to be conducted to explore more variables that can explain another 34% of the variances in commitment.

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