



UNIVERSITI PUTRA MALAYSIA

**RELATIONSHIPS BETWEEN COMMUNICATION SATISFACTION
DIMENSIONS AND ORGANIZATIONAL IDENTIFICATION**

DANIEL KAMAL MUSTAFA KAMAL

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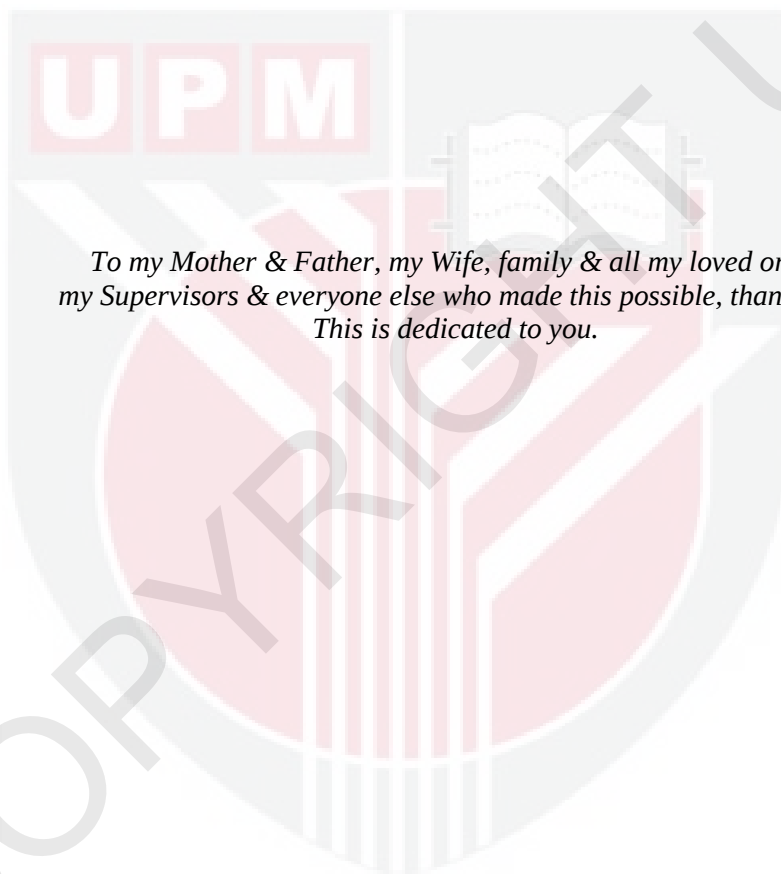
**Thesis Submitted to the School of Graduate Studies,
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August 2014

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*To my Mother & Father, my Wife, family & all my loved ones,
my Supervisors & everyone else who made this possible, thank you.
This is dedicated to you.*



Abstract of thesis presented to the Senate of Universiti Putra Malaysia
in fulfillment of the requirement for the degree of Master of Science

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August 2014

Chairman: Hamisah Hasan, Ph.D
Faculty: Modern Languages and Communication

Organizational identification has been shown to be related to a myriad of favorable outcomes for the organization, including intention to remain with the organization, organizational citizenship behavior, and willingness to act in the best interests of the organization. This has led to the notion that organizational identification is an effective tool in improving organizational outcome and effectiveness. However, there is still a scarcity of research supporting purely organizational communication factors as antecedents of organizational identification.

The study was conducted to determine the relationships between communication satisfaction dimensions and organizational identification among the academic staff of a public university. Specifically, the study aimed to determine the relationship between communication satisfaction as a singular construct and organizational identification as well as the relationships between the individual dimensions of communication satisfaction and organizational identification. The study also examined the differences in organizational identification according to selected demographic factors namely organizational tenure, organizational position, and gender. Lastly, the study also aimed to determine the dimensions of communication satisfaction that acted as significant predictors of organizational identification. Social Identity Theory was used to guide the present study.

The study utilized a quantitative approach to the phenomenon and employed the use of a survey method. Random stratified sampling was used and a sample size of 299 respondents consisting of academic staff was obtained. Data was collected using two established instruments, the Downs and Hazen's Communication Satisfaction Questionnaire (CSQ) and the Mael's Scale for Organizational Identification (MOI). The data obtained was analyzed using both descriptive and inferential statistics, including the use of t-test and ANOVA.

The results showed that there was a positive and significant relationship between communication satisfaction and organizational identification. However, it was a weak correlation, thus indicating that communication satisfaction had a low impact on organizational identification. The study also showed that organizational identification differed according to organizational tenure and organizational position, with organizational members having been with the organization longer or having higher positions in the organizational hierarchy exhibiting higher levels of organizational identification. No differences were shown between genders. Among the dimensions of Communication Satisfaction, only the Personal Feedback dimension and Media Quality dimension were found to be significant predictors of organizational identification.

The findings suggest that communication satisfaction does not greatly impact organizational identification in the context of academicians at a public university. However, earlier research that suggests organizational identification is influenced by organizational tenure and organizational position was substantiated and holds true in the present context.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Master Sains

**HUBUNGAN-HUBUNGAN ANTARA
DIMENSI-DIMENSI KEPUASAN KOMUNIKASI
DAN IDENTIFIKASI ORGANISASI**

Oleh

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Kajian telah menunjukkan perkaitan antara identifikasi organisasi dan banyak kesan-kesan yang positif terhadap sesebuah organisasi, termasuklah keinginan untuk kekal dalam organisasi, *organizational citizenship behavior*, dan kesanggupan untuk bertindak demi kebaikan organisasi. Dapatan kajian seperti ini mengusulkan identifikasi organisasi sebagai satu kaedah atau pendekatan yang efektif dalam usaha meningkatkan output dan keberkesanan sesebuah organisasi. Walau bagaimanapun, terdapat kekurangan dari segi kajian yang menyokong faktor-faktor komunikasi organisasi secara khususnya sebagai faktor yang memberi kesan kepada identifikasi organisasi.

Kajian ini dijalankan untuk mengenalpasti hubungan antara dimensi-dimensi kepuasan komunikasi dan identifikasi organisasi dalam kalangan pegawai akademik di sebuah universiti awam. Secara khususnya, kajian ini adalah untuk mengenalpasti hubungan antara kepuasan komunikasi sebagai konstruk tunggal dengan identifikasi organisasi dan juga hubungan antara dimensi-dimensi kepuasan komunikasi dengan identifikasi organisasi. Selain itu, kajian ini juga adalah untuk mengenalpasti perbezaan dalam identifikasi organisasi mengikut beberapa faktor demografik terpilih seperti tempoh berkhidmat, kedudukan dalam organisasi, dan jantina. Akhir sekali, kajian ini juga menentukan dimensi-dimensi kepuasan komunikasi yang bertindak sebagai peramal signifikan kepada identifikasi organisasi.

Kajian kuantitatif ini dilaksanakan dengan menggunakan kaedah tinjauan. Pensampelan Berstrata Secara Rawak digunakan untuk memperoleh jumlah responden sebanyak 299 orang yang terdiri daripada pegawai-pegawai akademik. Data dikutip dengan menggunakan dua instrumen yang terkemuka, iaitu Soal Selidik Kepuasan Komunikasi oleh Downs dan Hazen, dan juga Skala Mael bagi Identifikasi

Organisasi. Data yang diperoleh dianalisa dengan menggunakan statistik deskriptif dan inferensi, termasuklah penggunaan t-test dan ANOVA.

Keputusan kajian menunjukkan bahawa terdapat hubungan signifikan yang positif antara kepuasan komunikasi dan identifikasi organisasi. Walau bagaimanapun, pembolehubah-pembolehubah tersebut menunjukkan korelasi yang lemah. Selain itu, kajian ini juga menunjukkan bahawa identifikasi organisasi adalah berbeza mengikut tempoh berkhidmat dan kedudukan dalam organisasi, di mana ahli organisasi yang berkhidmat untuk tempoh yang lebih lama atau mempunyai kedudukan yang lebih tinggi dalam organisasi menunjukkan tahap identifikasi organisasi yang lebih tinggi. Tiada perbezaan didapati antara identifikasi organisasi mengikut jantina. Kajian juga menunjukkan bahawa hanya dimensi Maklum Balas Peribadi dan dimensi Kualiti Media merupakan faktor yang dapat meramalkan identifikasi organisasi dengan signifikan.

Hasil kajian ini mencadangkan bahawa kepuasan komunikasi mungkin tidak semestinya menyumbang kepada identifikasi organisasi dalam konteks pegawai akademik di universiti awam. Walau bagaimanapun, dapatan kajian-kajian lalu yang menyatakan bahawa identifikasi organisasi dipengaruhi oleh tempoh berkhidmat dan kedudukan dalam organisasi disokong oleh kajian ini.

I certify that a Thesis Examination Committee has met on the 22 August 2014 to conduct the final examination of Daniel Kamal bin Mustafa Kamal on his thesis entitled “Relationships between Communication Satisfaction Dimensions and Organizational Identification” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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