

# The Impact of Communication Satisfaction in the Organizational Commitment of the Employees in the Department of Public Works and Highways Region X

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**Abstract:** *The nature of different communicational channels and methods by which the top management can reach its employees within the organization is one of the most essential aspects of managing the organizing and delivery of high-quality products and services. The victory of communication satisfaction is basically decided through the communicational strategies, forms, and procedures, making them crucial for organizational commitment among employees [1]. Vital elements of internal communication, as well as, employee and communication satisfaction have to be exercised, in order for an organization to operate at its optimum level [2]. The combinations between all these activities make sure that employers and employees understand the true reign and vision of where the organization is heading [3]. This paper attempts to explore the Impact of Communication Satisfaction in the Organizational Commitment of the Employees of the twelve (12) District Engineering Offices (DEOs) in the Department of Public Works and Highways (DPWH) Region X. A total of 325 employees of DPWH Region X answered the questionnaires through SurveyMonkey.com. This study was conducted at DPWH Region X with its 12 District Engineering Offices (DEOs). The researcher adapted the Communication Satisfaction Questionnaire (CSQ) which was developed by Downs and Hazen (1977) and the Organizational Commitment Questionnaire (OCQ) by Meyer and Allen (1991, 1997). In total, the researcher made use of two separate questionnaires in this particular study. Based on the result, there is statistically significant relationship between communication satisfaction and organizational commitment. This implies that communication satisfaction of employees affects to their commitment to the organization. According to the analysis drawn, overall communication satisfaction and nearly all of the communication satisfaction dimensions significantly correlated to each other. Organizational commitment, on the other hand, is very important to researchers and organizations because of the desire of the organization to retain strong workforce [4]. It is important to mention that managers and leaders will not be able to encourage effective organizational commitment through communication practices unless they recognize and understand what information is valued by subordinates [1]. As Bhat, stated that satisfied and engaged employees are an asset to any organization. It is important to value people who show dedication and commitment towards the organization [5]. This study will provide an insight to the Human Resource Manager of DPWH and some other government offices and various industries on how communication satisfaction will impact organizational commitment. Recommendations were suggested to improve more the communication satisfaction level of employees and include the job order employees in the annual Satisfaction Survey of the Department because they, too, are an asset in the organization which in turn will improve their commitment to the organization. Thus, the management of DPWH must also find a way to increase Affective Commitment of their employees because it is considered more effective measure of organizational commitment since it indirectly influences the other two dimensions. Nevertheless, the level of continuance and normative commitment must also be monitored and measured as well, since this can provide information about other reasons for employees to remain or leave an organization.*

**Keywords:** communication satisfaction, organizational commitment, effective communication, commitment

## 1. The Problem

### 1.1 Introduction

Communication plays an amazingly imperative part in each organization. Thus, it is impossible to imagine an organization without communication. Since according to Ivancevich and Matteson [6], communication is an adhesive that connects the organization.

Uncertain and changing environments characterize the context which organizations have to develop their current practices [7]. Consequently, getting internal communications right is always a challenge, but never more so than in the public sector. It is indispensable that employees in the government office are well-informed, motivated and ready to collaborate because local government employees are the forefront of delivering almost all public services. Therefore, in order to provide the best possible service to their communities, this workforce needs to have the most up-to-

date information about their organization, and an appreciation for the challenges it is facing [8].

According to Misra, P. [9], often companies do not communicate properly. Or, worse, employers or managers assume that their employees already know what they are supposed to do. In a survey of 400 very large companies each with 100, 000 employees titled the "Cost of Poor Communications", it was discovered that poor communication was costing each company tens of millions of dollars. Hence, communication activities directed at employees are currently considered as necessary both for workers and employers, which are also seen as an investment. Thus, employees who are involved and engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover [10].

## 1.2 Effective Communication in the Organization

For managers in the organization, effective communication is significant. Thus, communication helps managers to perform their jobs and responsibilities. [11].

On the part of the employees, the study of Richards, L. and Seidel, M. [12] reveals that effective communication helps to establish clear expectations for employees and builds strong relationship among members in the organization. Employees that recognize what is important to their organization can focus on making improvements and notice opportunities for innovation that can help further success. The more employees know about the company, its culture, its products and services, and its response to any negative issues, the better job they can do. Thus, to communicate effectively, managers must develop a system of information exchange that is both understood and open to their employees. A sense of trust must also be developed.

## 1.3 Communication Satisfaction

Communication Satisfaction (CS) is “the satisfaction with various aspects of communication in an organization”. This was supported by the study of Nakra, R. [13] when he explained that CS refers to the degree of satisfaction of an employee with the organization's total communication. In this study, the researcher limits the scope to internal communication alone. Which means that this research is directed towards employees at the Department of Public Works and Highways Region X.

CS in the organizational setting has been important in research [14]. According to Government.se, good internal communication is a central part of the management and governance of the organization and of the Government Offices' internal preparatory processes. Furthermore, it helps to increase skills and creates motivated and committed employees, which leads to better operational results. Ehlers, L. [14] added that CS ought to be studied because employees should ideally be satisfied while working.

The reason this study focused on Communication Satisfaction and Organizational Commitment, is because existing literature focuses on CS and OC individually and not studied as both in one research. Instead, most communication satisfaction research has been conducted in relation to job satisfaction alone [15].

## 1.4 Organizational Commitment

Bhat, A. [5] defines Organizational Commitment (OC) as a view of an organization's member's psychology towards his or her attachment to the organization that he or she is working for. He defined the Three-Component Model of OC which is Affective, Continuance and Normative Commitment which the researcher will expound in the next Chapter of this paper. Another definition is by Mathis and Jackson [16] that OC is the degree to which employees believe in accepting organizational goals and will remain or will not leave the organization. Employees who are committed to their organization generally feel a connection

with their organization, feel that they fit in, and feel they understand the goals of the organization.

Organizational Commitment; therefore, is the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values. Since the success or failure of an organization is closely related to the effort and motivation of its employees. The motivation of employees is often the product of their commitment towards their job or career. Work commitment is an extremely important topic for organizations to understand [17].

Hence this study will assist the department to know its employee's level of commitment towards his or her work to be able to know their dedication to the tasks assigned to them on a daily basis. Additionally, by understanding when and how commitments develop and how they shape attitude and behavior, the department will be in a better position to anticipate the impact that change will have and to manage it more effectively (Meyer & Allen, 1997).

## 1.5 Conceptual Framework

This study is anchored on Communication Satisfaction Framework by Downs and Hazen (1977) and Meyer and Allen's Three-Component Model of Organizational Commitment (1991, 1997).

In organizational settings, communication satisfaction has been broadly defined as an individual's satisfaction with various aspects of communication in interpersonal, group, and organizational contexts [18]. In this study, one of the theoretical frameworks that served as its basis was the Downs and Hazen Communication Satisfaction Model (Downs & Hazen, 1977), as shown in Figure 1.



**Figure 1:** Downs and Hazen's Communication Satisfaction Framework (1977)

This multidimensional model postulates that communication satisfaction depends on three satisfaction contexts, namely the interpersonal, group and organizational communication contexts which consists of the following constructs: communication climate, communication with supervisors and with subordinates, organizational integration, media quality, horizontal communication, organizational perspective and personal feedback.

It is important to measure Communication Satisfaction in an office because one can never underestimate the significance of employee communication in any organization. When employees are integral to the working of an organization, their understanding of the organizational vision, mission, goals, practices and their collaboration among each becomes key to the success of the organization [19]. Thus, when there

is an absence of consistent and honest communication, employees become concerned about the future of the organization and will start thinking about leaving (Durkin, 2007). Hence, studying the communication satisfaction in DPWH will provide the department an input for overall organizational functioning and success.

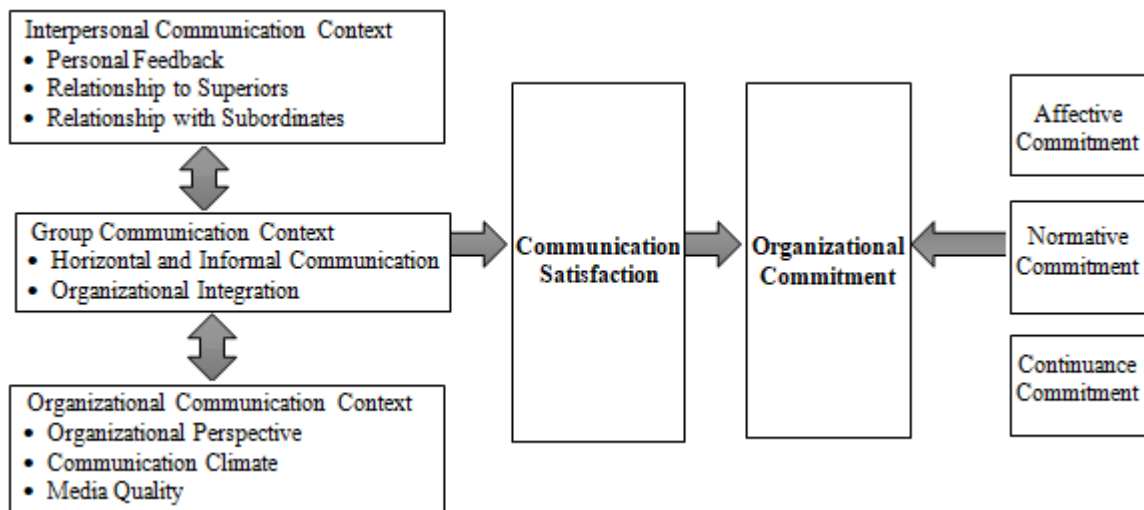


Figure 2: Meyer and Allen's Three-Component Model of Organizational Commitment (1991)

As shown in Figure 2, this study utilized the Organizational Commitment Model (OCM) of Meyer and Allen. Meyer and Allen's OCM has become the dominant model for study of workplace commitment (Jaros, S., 2007). OCM proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment.

According to Dowding, M. et. al. [21], by applying OCM, employees are likely to feel an increased commitment to the team and organization, and they will probably feel more positive and more motivated. Hence, OC plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals.

2. Schema



2.1 Statement of the Problem

This study determines the Impact of Communication Satisfaction in the Organizational Commitment of the Employees in the Department of Public Works and Highways (DPWH) Region X.

Specifically, answers to the following will be investigated:

- 1) What is the level of Communication Satisfaction of the employees in terms of the following communication contexts?
  - a) Interpersonal Communication Context,
  - b) Group Communication Context, and
  - c) Organizational Communication Context.
- 2) What is the level of Organizational Commitment in terms of the following themes?
  - a) Affective Commitment,
  - b) Normative Commitment, and
  - c) Continuance Commitment.

- 3) Is there a significant relationship between Communication Satisfaction of employees to their Organizational Commitment?

2.2 Hypothesis

The hypothesis was raised in the study and tested at .05 level of significance.

Ho: There is no significant relationship to the communication satisfaction of employees to their organizational commitment.

H1: There is a significant relationship between the employees' communication satisfaction to their organizational commitment.

### 2.3 Significance of the Study

The study is an attempt to explore the Impact of Communication Satisfaction in the Organizational Commitment of the Employees in the Department of Public Works and Highways (DPWH) Region X. After going through a diligent literature review, it is found out that there are limited studies that are concerned with the Communication Satisfaction's Impact to the Organizational Commitment of the Employees in the Government office. This incited the researcher for conducting a research focusing predominantly on an agency like DPWH that is considered as old as the Philippine government which existed dates back to about four (4) centuries at the time of the Spanish colonial era. Since DPWH is a longstanding government agency, the researcher wanted to find out if their existing communication channels are satisfying to their employees that might eventually impact to communication satisfaction and the employees' organizational commitment [22]. The findings of this study will redound to the benefit of the following:

#### Government Agencies

According to the Local Government Association, the success of any organization lies with its people, but for local government, the need for a motivated, well-informed and collaborative workforce is perhaps more important than most. This study will help government agencies on improving their communication initiatives and may create a unified information flow in the pursuit of continuous development of its workforce through communication [23].

#### Future Researchers

The findings of the study will serve as a reference material and a guide for future researchers who wish to conduct the similar experimental study or any study related to communication satisfaction and organizational commitment. Since there is a scarcity of materials that are locally studied and published relating to this subject matter, this material can be a source of information for students and professionals who wish to study the same.

### 2.4 Scope and Limitations

This study focuses on the Communication Satisfaction of employees in the Department of Public Works and Highways (DPWH) Region X and its impact to their organizational commitment.

This is delimited to DPWH RX which is among the 17 Regional Offices of DPWH in the whole of Philippines. DPWH RX is composed of 12 District Engineering Offices (DEOs) located in the following areas: Bukidnon 1st District Engineering Office (DEO) located in Malaybalay, Bukidnon 2nd DEO in Pinamaloy Bukidnon, Bukidnon 3rd DEO in Dicklum, Manolo Fortich Bukidnon, Cagayan de Oro 1st DEO in RES Compound Cagayan de Oro City, Cagayan de Oro 2nd DEO in Puntod Cagayan de Oro City, Camiguin DEO in Mambajao Camiguin, Lanao del Norte 1st DEO in Del Carmen, Iligan City, Lanao del Norte 2nd DEO in Palao Iligan City, Misamis Occidental 1st DEO in Oroquieta City, Misamis Occidental 2nd DEO located in Tangub City, Misamis Oriental 1st DEO in Gingoog City and Misamis

Occidental 2nd DEO in El Salvador City. However, due to the outbreak of COVID-19 that temporarily put the whole country in quarantine, the researcher limited the gathering of data through online survey using SurveyMonkey.com.

The DEOs and the Regional Office totalled to 325 respondents.

#### Definition of Terms

There are various definitions for each concept, and this section provides the different definition of the concept studied, based on books and past researches. The researcher also explained the operational definition for each concept used this study.

**Communication Satisfaction** – Nakra, R. [13] defines Communication Satisfaction as the degree of satisfaction of an employee with the organization's total communication which includes obtaining sufficient amount of general information related to organization, such as policies, performance, company mission and vision, and working conditions.

Operational definition for communication satisfaction in this study is adopted from Alsayed, A., Motaghi, M. and Osman, I. [24], who stated that CS reflects the individual's degree of satisfaction with all the varying aspects of communication within the organization.

**Organizational Commitment** – Muchinsky [25] defined organizational commitment as the sense of faithfulness that an employee has towards his or her employer.

Operational definition for Organizational Commitment is being adopted from Bhat, A. [5] who defines OC as a view of an organization's member's psychology towards his/her attachment to the organization that he/ or she is working for.

**Government Office** – A sector of a national or state government that deals with a particular area of interest [26].

In this study, government office is referring to offices that exercises functions for public purpose and one of the example is DPWH which is currently responsible for the planning, design, construction and maintenance of infrastructure.

## 3. Review of Related Literature and Studies

This chapter presented and included the ideas, finished thesis, generalization or conclusions, methodologies and other relevant discussions after the thorough and in-depth search done by the researcher. Those that were included in this chapter helped in familiarizing information that are relevant and similar to the present study.

### 3.1 Communication Satisfaction

Good communication is fundamental in all areas of life, especially in the working environment [27]. Communication Satisfaction refers to the degree of satisfaction of an employee with the organization's total communication [13]. When poor communication occurs, it is not enough to



simply point out particular issues and challenges [28]. To address the issue of insufficient communication within the working environment, organizations must get it and recognize its root causes and related behaviors. The way employees communicate today compared to the way employees communicated in the last several decades have also changed [29].

A number of studies considered the relevance and importance of satisfaction with organizational communication. Such examinations of the communication-satisfaction relationship have produced, a construct called “communication satisfaction,” which is getting to be a common reference in organizational literature. Authors have created different measurements such as Communication Satisfaction Questionnaire (Downs and Hazen, 1977), Organizational Communication Scale (Roberts & O’Reilly, 1979), and International Communication Association Communication Audit (Goldhaber and Krivonos, 1977), to analyze communication practices in organizations. Clearly, each of these instruments has its own unique strength, but ultimately they are all designed to measure overall communication effectiveness [30]. Since this research focused on the Impact of Communication Satisfaction to the Organizational Commitment of the employees, the researcher utilized the CSQ of Downs and Hazen.

Downs and Hazen introduced the Communications Satisfaction Questionnaire (CSQ) and conducted a factor analytic study of communication satisfaction [31]. The communication satisfaction construct presented by Downs and Hazen (1977) has become a successful research stream in organizational communication [32]. The Downs and Hazen Model contains three conceptual contexts of communication satisfaction which are: Interpersonal Communication Context, Group Communications Context, and Organizational Communication Context and each of these contexts has a set of communication dimensions or constructs which influences it, specifically: communication climate, communication with supervisors and with subordinates, organizational integration, media quality, horizontal communication, organizational perspective and personal feedback [33].

- 1) Communication Climate: reflects communication on both the organizational and personal level.
- 2) Supervisory Communication: includes both upward and downward dimensions of communication with supervisors.
- 3) Organizational Integration: revolves around the degree to which employees receive information about the immediate work environment.
- 4) Media Quality: focuses on the extent to which meetings are well organized and written directives are short and clear, as well as the degree to which the communication in the organization is about right.
- 5) Co-worker Communication: relates to satisfaction with horizontal and informal communication relationship in the organization.
- 6) Corporate Information: deals with the broadest kind of information about the organization as a whole. It includes items on notification about changes, information about

the organization’s financial standing, and information about the overall policies and goals of the organization.

- 7) Personal Feedback: concerns what employees need to know about how they are judged and how their performance is appraised.
- 8) Subordinate Communication: focuses both on upward and downward communication with subordinates. Only workers in a supervisory capacity respond to these items, which include subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication.

Downs and Hazen concluded that “it is possible that the various dimensions of communication satisfaction can provide a barometer of organizational functioning, and the concept of communication satisfaction can be a useful tool in an audit of organizational communication.”

To assess the communication satisfaction in DPWH Region X, the researcher administered the Communication Satisfaction Questionnaire (CSQ) instrument by Downs and Hazen (1977) as primary investigative tool used in communication assessments. Verghese, A. et. al. [34] emphasized that CSQ is a reliable instrument to gain insights into how employees evaluate various aspects of organizational communication and has been used as audit instrument by various organization.

### 3.2 Organizational Commitment

Basis of competitive organization include satisfied, highly-motivated and loyal employees. Thus, it will be reflected on the organization’s increase of productivity, improvement of the products’ quality or rendered services and higher number of innovations [35].

The concept of organizational commitment, when used as a predictor of employee retention, has become the focus of managers in general and human resource departments in many organizations (Idris, 2014). For instance, a key responsibility of human resource (HR) managers is to understand the factors that create employee commitment and use that knowledge to leverage employee retention and productivity [36].

In this study, the researcher pursued to analyze if there is a significant relationship between a satisfied employee and his commitment to the organization. The researcher employed the Three Component Model of Commitment by John Meyer and Natalie Allen since this is one of the most widely used model on Organizational Commitment (OC) [37].

Allen and Meyer described their concept as “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization”. The model explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for. These are Affective Commitment (affection for your job), Continuance Commitment (fear of loss), and Normative Commitment (sense of obligation to stay) (mindtools.com, 2020). The three dimensions represent

different psychological states of an individual employee, and it is possible to develop independent measures for each dimension. The degree to which an employee is committed to the goals or vision of an organization, whether AC, NC, or CC, is found to be a predictor of the decision of the employee to either stay with or leave the organization [38].

Katzenbach [39] described an energized workforce as high performance and whose emotional commitment enables them to make and deliver products or services that constitute a sustainable competitive advantage.

Since OC is a valuable concept for an organization as well as, to an employee, it plays a great deal for the successful performance of an organization [40].

### 3.3 Relationship between Communication Satisfaction and Organizational Commitment

Research found out that communication satisfaction (CS) is positively related to organizational commitment (OC); high level of communication satisfaction will lead to high level of organizational commitment. Ahmad [41] conducted a study on 252 academic staffs to examine the relationship between CS and OC. It was found out that CS has a significant positive relationship with OC. Only four dimensions were being found to be significant predictor of organizational commitment, which are media quality, horizontal communication, organizational integration and communication climate.

This is supported by the study of Alanezi [42] conducted on 465 secondary teachers in Kuwait to examine the relationship between CS and OC. Results revealed that overall there is a significant positive relationship between the two. They have also found consistent result with Ahmad [41], which showed that media quality and horizontal communication are significant predictors of organizational commitment. The contradictory result with Ahmad [41] is that this researcher found supervisor communication and communication with subordinates as significant predictors of organizational commitment.

Besides that, Carriere and Bourque [2] also conducted a study to investigate the relationship between internal communication practices, communication satisfaction, job satisfaction and organizational commitment. Result revealed that communication practices explained 49.8% of variation of communication satisfaction, and communication satisfaction fully mediates the relationship between internal communication practices and organizational commitment.

### 3.4 Department of Public Works and Highways Satisfaction Survey

As indicated in the DPWH Performance Governance System (PGS) - Balance Scorecard, it is imperative to measure employees' satisfaction regarding DPWH programs, job satisfaction, employee relations and management, work environment and engagement opinions (DPWH Memorandum to All Regional Directors, Service Directors, Bureau Directors, Project Directors and District Engineers Issued August 15, 2015). Because of this, DPWH conducts

Internal Stakeholders Satisfaction Survey annually that elicits information about the employees' working experiences in the Department which composed of questions on personal and professional profile, satisfaction with various aspects of work including on how the employee thinks and feels about the organization. Part I (Personal and Professional Profile) includes DPWH Programs while Part II (Job Satisfaction) includes Career Development Aspect, Employee Relations and Management Aspects, Work Environment Aspects, Engagement Opinions and Overall Satisfaction Rating.

The result is used as basis in formulating programs that aim to improve the Department's working condition. However, this system only caters permanent employees of the Department with existing record in the Personnel Information System (PIS) and with a valid network account.

## 4. Research Methodology

This chapter presents and describes the research design, research setting, sampling procedure, data gathering instruments and statistical treatment of data.

### 4.1 Research Design

The Descriptive Method was used in this study. With this, it will not only require the collection and tabulation of data, but will also describe the phenomenon presented in this paper. In particular, this study analyzed the impact of communication satisfaction to the organizational commitment of the employees of a government office which in this study the researcher utilized the Department of Public Works and Highways (DPWH) Regional Office X.

### 4.2 Research Setting

The study was conducted DPWH Region X, one of the 17 Regional Offices of DPWH in the Philippines. DPWH RX is composed of 12 District Engineering Offices (DEOs). Bukidnon 1<sup>st</sup> DEO located in Malaybalay, Bukidnon 2<sup>nd</sup> DEO in Pinamaloy Bukidnon, Bukidnon 3<sup>rd</sup> DEO in Dicklum, Manolo Fortich Bukidnon, Cagayan de Oro 1<sup>st</sup> DEO in RES Compound Cagayan de Oro City, Cagayan de Oro 2<sup>nd</sup> DEO in Puntod Cagayan de Oro City, Camiguin DEO in Mambajao Camiguin, Lanao del Norte 1<sup>st</sup> DEO in Del Carmen, Iligan City, Lanao del Norte 2<sup>nd</sup> DEO in Palao Iligan City, Misamis Occidental 1<sup>st</sup> DEO in Oroquieta City, Misamis Occidental 2<sup>nd</sup> DEO located in Tangub City, Misamis Oriental 1<sup>st</sup> DEO in Gingoog City and Misamis Occidental 2<sup>nd</sup> DEO in El Salvador City.

However, due to the outbreak of Coronavirus (COVID-19), the researcher gathered the data using online survey with the use of SurveyMonkey.com which the researcher provided a link to the respondents of every DEO so that they can open the link using their computers or cell phones.

### 4.3 Respondents of the Study

The respondents of the study were the 325 DPWH employees, 25 from each DEO.

**Instrumentation**

The researcher adapted the Communication Satisfaction Questionnaire (CSQ) which was developed by Downs and Hazen (1977) and the Organizational Commitment Questionnaire (OCQ) by Meyer and Allen (1991) in an attempt to discover the impact of communication satisfaction to the organizational commitment of the employees in DPWH RX. In total, the researcher made use of two separate questionnaires in this particular study.

The 40-item CSQ was used with a Likert-type scale ranging from Very Satisfied to Very Dissatisfied to rate satisfaction with aspects of communication. It was subdivided into three contexts: Interpersonal Communication Context (ICC), Group Communication Context (GCC) and Organizational Communication Context (OCC). ICC has a total of 15 questions; GCC has 10 questions while OCC has 15 questions for a total of 40 questions in the first questionnaire.

On the other hand, the 24-item OCQ required the respondent to answer each item on a 7-point rating scale ranging from Strongly Agree to Strongly Disagree. Like CSQ, OCQ was subdivided into three parts: Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC) each having 8 statements with a total of 24.

To gauge both the content and face validity of the surveys, experts in their respective fields were chosen to evaluate the consistency of the content and confirm it was valid for the purposes of the research. Afterwards, the instruments underwent pilot testing for test of reliability. The pilot testing was done with 10% of the total target respondents which is 325. The pilot testing was done specifically with 33 respondents.

The scale for the CSQ pilot survey obtained a Cronbach’s alpha coefficient  $\alpha=0.955$  while the scale for the OCQ pilot survey obtained a Cronbach’s alpha coefficient of  $\alpha=0.960$  which indicates that the scale has an excellent internal reliability and consistency according to preceding studies of Gliem & Gliem (2003) and George and Mallery (2003) which provide the rules of thumb that  $\alpha>0.9$  as Excellent,  $\alpha>0.8$  as Good,  $\alpha>0.7$  as Acceptable,  $\alpha>0.6$  Questionable,  $\alpha>0.5$  as Poor, and  $\alpha<0.5$  as Unacceptable.

The data collected was analyzed using descriptive statistics which includes frequency, percentage, and mean to assess impact of communication satisfaction of employees to their organizational commitment.

**4.4 Data Gathering Procedure**

The questionnaire was intended to be self-completed. In a sense that this approach entailed in-person delivery of hard copies of the questionnaires to respondents and follow-up until collecting the responses. However, due to COVID-19 outbreak which temporarily banned travels all around the Region and while the Department of Health (DOH) encouraged physical distancing, the researcher resorted to online survey using a platform called SurveyMonkey.com.

To still ensure that questionnaire will be answered by different respondents and not dominated by repeated individuals, their IP address is recorded as metadata with the survey results by default. The researcher restricted survey access based on IP address.

In gathering the data of the study, the following procedures were followed: First, the researcher sent a letter to the Regional Director of DPWH RX to ask permission for the conduct of the study to the different District Engineering Offices (DEOs) of the Department which was approved on April 14, 2020. Second, the researcher sent the approved letter to the District Engineers as courtesy for the conduct of the survey. Third, the researcher sent the link to the respondents via email. To track the answers per DEO, the researcher made sure that the 25 respondents per DEO completed answering the survey before proceeding to the next DEO. The researcher also made phone calls to the respondents who were confused as to some of the items of the questionnaire.

**4.5 Scoring Guide**

For the scaled responses, the following scoring procedures below were used to interpret the data gathered to the entire questionnaire given to the respondents per District Engineering Office including the Regional Office.

**Code Guide for the Respondents’ Characteristics**

Gender	Code
Male	1
Female	2
Age	Code
20-24	1
25-29	2
30-34	3
35-39	4
40 and above	5
Length of Time Worked for the Organization (years)	Code
Below 1 year	1
1-5	2
6-10	3
11-15	4
16 and above	5

**Communication Satisfaction**

Range	Point Value	Description	Code
1.00 – 1.50	A	Very Satisfied	1
1.51 – 2.50	B	Satisfied	2
2.51 – 3.50	C	Somewhat Satisfied	3
3.51 – 4.50	D	Indifferent	4
4.51 – 5.50	E	Somewhat Dissatisfied	5
5.51 – 6.50	F	Dissatisfied	6

**Organizational Commitment**

Range	Point Value	Description	Code
1.00 – 1.50	A	Strongly Agree	1
1.51 – 2.50	B	Slightly Agree	2
2.51 – 3.50	C	Agree	3
3.51 – 4.50	D	Neither Agree nor Disagree	4
4.51 – 5.50	E	Disagree	5
5.51 – 6.50	F	Slightly Disagree	6

### Statistical Treatment

To analyze and interpret the data, statistical tools were employed in this study. These are mean and percentage. Pearson (r) correlation was also utilized in this research measuring the degree of the relationship between linearly related variables like Communication Satisfaction and Organizational Commitment.

## 5. Presentation, Analysis and Interpretation of Data

This chapter presents the data gathered, the results of the statistical analysis done and interpretation of findings from the 325 questionnaires completed by the employees of DPWH RX. The analysis and interpretation of data which is based on the results of the questionnaire is carried out in one phase, deals with a quantitative analysis of data.

The first part of the questionnaire is concerned with employees' demographic characteristics which include: gender, age and length of service. As already indicated in the previous chapter, data is interpreted in a descriptive form.

The profile of the respondents are shown in Tables 1, 2 and 3 while the results for Communication Satisfaction and Organizational Commitment are shown in Tables 4 and 5, respectively.

### Profile of the respondents

This section of the questionnaire covered the respondents' gender, age and length of service in the organization. Though not central to the study, the personal data helped contextualize the findings and the formulation of appropriate recommendations to enable to understand the impact of communication satisfaction to the organizational commitment of the employees in DPWH Region X.

### Respondents' Gender

Table 1 provides a summary of the gender of the respondents. Accordingly, over 44 percent or 143 of the respondents are male while 56 percent or 182 of the respondents are female. There are 325 respondents in this research study from all the District Engineering Offices of DPWH Region X.

**Table 1:** Gender Distribution of the 325 respondents

Gender	Frequency	Percentage (%)
Male	143	44
Female	182	56
Total	325	100

### Respondents' Age

Table 2 provides a frequency per age brackets by gender. There were 5 age groups consisting of 20-24 years old, 25-29 years old, 30-34 years old, 35-39 years old and 40 years old and above.

Most of the male respondents come from the age bracket of 25 – 29 years old with a frequency of 46 and a percentage of 32.16 followed by 30- 34 age range with a frequency of 34 and a percentage of 23.78. Meanwhile, age bracket 40 years old and above comes third with a frequency of 28 and a percentage of 19.58. Followed by the age bracket of 20 – 24

years old with a frequency of 21 and a percentage of 14.68. Finally, 35 – 39 years old falls last with a frequency of 14 and a percentage of 9.80.

Subsequently, majority of the respondents in this study is female with a percentage of 56. Most of the respondents fall within the 25 to 29 years old age bracket with a frequency of 63 and a percentage of 34.62. It is followed by age range 40 years old and above with a frequency of 39 and a percentage of 21.42. Age bracket 30 – 34 years old comes next with a frequency of 33 and a percentage of 18.13. It is followed by the age bracket of 35 – 39 years old with a frequency of 27 and a percentage of 14.84. Lastly, 20 – 24 age range falls last with a frequency of 20 and a percentage of 10.99.

**Table 2:** Age Distribution of the 325 respondents

Age	Male		Female	
	Frequency	Percentage (%)	Frequency	Percentage (%)
20 – 24 years old	21	14.68	20	10.99
25 – 29 years old	46	32.16	63	34.62
30 – 34 years old	34	23.78	33	18.13
35 – 39 years old	14	9.80	27	14.84
<b>40 years old and above</b>	<b>28</b>	<b>19.58</b>	<b>39</b>	<b>21.42</b>

### Respondents' Length of Time Worked in the Organization

Table 3 provides a summary of the number of years the employees have worked in DPWH Region X. Most of the male respondents have worked in DPWH Region X for 1 - 5 years, with a frequency of 70 or 48.95 percent, followed by 6 – 10 years with a frequency of 47 or 32.87 percent, then 11 – 15 years with a frequency of 12 or 8.39 percent, followed by below a year with a frequency of 8 or 5.59 percent and lastly 16 years and above with a frequency of 6 or 4.20 percent.

Meanwhile, most of the female respondents have worked from 1 – 5 years with a frequency of 98 or 53.84 percent. It is followed by 6 – 10 years with a frequency of 45 or 24.73 percent. Next, 16 years and above with frequency of 18 or 9.89 percent. It is followed by 11 – 15 years with a frequency of 13 or 7.14 percent. And lastly, below a year with a frequency of 8 or 4.40 percent.

**Table 3:** Length of Time Worked in DPWH of the 325 respondents

Length of Service	Male		Female	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Below 1 year	8	5.59	8	4.40
1 – 5 years	70	48.95	98	53.84
6 – 10 years	47	32.87	45	24.73
11 – 15 years	12	8.39	13	7.14
16 years and above	6	4.20	18	9.89

### Communication Satisfaction

Table 4 shows the communication satisfaction of the employees with respect to the different aspects. As shown, employees are satisfied with the communication they have experienced inside the organization with an overall satisfaction rate of 2.27 from the 40 questions given under the three contexts of the Measurement of Communication



Satisfaction which are (1) Interpersonal Communication Context, (2) Group Communication Context, and (3) Organizational Communication Context. Each of the three contexts have factors or dimensions which deals with communication information, relationships, channels and climate. For Interpersonal Communication Context: Personal

Feedback, Relationship to Superiors and Relationship with Subordinates. For Group Communication Context: Horizontal and Informal Communication and Organizational Integration. And for Organizational Communication Context: Organizational Perspective, Communication Climate and Media Quality.

**Table 4:** Measures of Communication Satisfaction

<b>Communication Satisfaction</b>			
<b>Code</b>	<b>Statements</b>	<b>Mean</b>	<b>Remarks</b>
Q1	How my job compares with others	2.01	Satisfied
Q2	How am I being evaluated	2.16	Satisfied
Q3	How my efforts are recognized	2.46	Satisfied
Q4	How problems in my job are being handled	2.34	Satisfied
Q5	Extent to which my superiors know and understand the problems faced by the subordinates	2.30	Satisfied
<b>Personal Feedback</b>		<b>2.25</b>	<b>Satisfied</b>
Q6	Extent to which my supervisor listens and pays attention to me	2.14	Satisfied
Q7	Extent to which my supervisor offers guidance for solving job related problems	2.19	Satisfied
Q8	Extent to which my supervisor trusts me	2.13	Satisfied
Q9	Extent to which my supervisor is open to ideas	2.25	Satisfied
Q10	Extent to which the amount of supervision given me is about right	2.21	Satisfied
<b>Relationship to Superiors</b>		<b>2.18</b>	<b>Satisfied</b>
Q11	Extent to which my subordinates are responsive to downward directive communication	2.01	Satisfied
Q12	Extent to which my subordinates anticipate my needs for information	2.02	Satisfied
Q13	Extent to which I do not have a communication overload	2.19	Satisfied
Q14	Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms	2.07	Satisfied
Q15	Extent to which my subordinates feel responsible for initiating accurate upward communication	2.14	Satisfied
<b>Relationship with Subordinates</b>		<b>2.09</b>	<b>Satisfied</b>
<b>Interpersonal Communication Context</b>		<b>2.2</b>	<b>Satisfied</b>
Q16	Extent to which the conversations between employees and superiors that do not follow any prescribed structure or rule-based system	2.36	Satisfied
Q17	Extent to which horizontal communication with other organizational members is accurate and free flowing	2.27	Satisfied
Q18	Extent to which communication practices are adaptable to emergencies	2.24	Satisfied
Q19	Extent to which the members of my work group are compatible	2.32	Satisfied
Q20	Extent to which informal communication is active and accurate	2.42	Satisfied
<b>Horizontal and Informal Communication</b>		<b>2.32</b>	<b>Satisfied</b>
Q21	My progress in my job	2.38	Satisfied
Q22	Personnel news	2.55	Somewhat Satisfied
Q23	Departmental policies and goals	2.33	Satisfied
Q24	Requirements of my job	2.40	Satisfied
Q25	Benefits and salary	2.51	Somewhat Satisfied
<b>Organizational Integration</b>		<b>2.43</b>	<b>Satisfied</b>
<b>Group Communication Context</b>		<b>2.38</b>	<b>Satisfied</b>
Q26	Organizational policies and goals	2.32	Satisfied
Q27	Government actions affecting my organization	2.39	Satisfied
Q28	Changes in my organization	2.49	Satisfied
Q29	Our organization's financial standing	2.36	Satisfied
Q30	Accomplishments and/or failures of the organization	2.29	Satisfied
<b>Organizational Perspective</b>		<b>2.37</b>	<b>Satisfied</b>
Q31	Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	2.18	Satisfied
Q32	Extent of the organization members' ability to communicate	2.27	Satisfied
Q33	Extent to which the organization's communication makes me identify with it or feel a vital part of it	2.25	Satisfied
Q34	Extent of timeliness of information received needed to do my job.	2.34	Satisfied
Q35	Extent to which conflicts are handled appropriately through proper communication channels	2.28	Satisfied
<b>Communication Climate</b>		<b>2.27</b>	<b>Satisfied</b>
Q36	Extent of usefulness and relevance of the communications provided	2.14	Satisfied
Q37	Extent to which our meetings are well organized	2.23	Satisfied
Q38	Extent to which written directives and reports are clear and concise	2.24	Satisfied
Q39	Extent to which the attitudes toward communication in the organization are basically healthy	2.29	Satisfied
Q40	Extent to which the amount of communication in the organization is about right	2.17	Satisfied
<b>Media Quality</b>		<b>2.21</b>	<b>Satisfied</b>
<b>Organizational Communication Context</b>		<b>2.28</b>	<b>Satisfied</b>
<b>OVERALL COMMUNICATION SATISFACTION</b>		<b>2.27</b>	<b>Satisfied</b>

### Interpersonal Communication Context

Table 4 includes the result of the level of communication satisfaction in terms of Interpersonal Communication Context with 15 items under 3 dimensions which are Personal Feedback, Relationship to Superiors, and Relationship with Subordinates. Q1 has the highest mean of 2.01, SATISFIED, which indicates that the employees are satisfied with the communication of how they are evaluated and appraised. Q11 has the same mean of 2.01, SATISFIED, with Q1 which means that Unit Chiefs are satisfied to the extent which their subordinates are responsive to downward directive communication. In Q11, only employees in a supervisory capacity answered since it measures subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication. Q12 and Q14 have 2.02, SATISFIED, and 2.07 mean, SATISFIED, respectively. It means that the majority of the unit chiefs who answered are satisfied with the upward and downward communication within their organizational structure.

The overall Personal Feedback has a mean of 2.25 equivalent to SATISFIED. Relationship to Superiors has a mean of 2.18 which corresponds SATISFIED and Relationship to Subordinate has a mean of 2.09 which is also falls to a SATISFIED remark. The result came out and totalled a 2.2 mean to the overall satisfaction level in terms of Interpersonal Communication Context.

Among the three dimensions mentioned, Relationship with Subordinates got the highest mean of 2.09 or 41.73 percent of the total number of respondents are satisfied which is composed of items Q11 to Q15 (Table 4). This means that most of the Unit Chief employees who answered the survey are satisfied with the responsiveness they receive from their subordinates through downward communication and for their subordinates in initiating accurate upward communication. Thus, all these explained that downward communications in DPWH are dealt with an efficient and timely manner that made all the answer under this dimension satisfactory. Furthermore, the Relationship to Superiors also got a SATISFIED remark which means the amount of supervision given to the employees are enough and communication does travel from one level to the next.

Moreover, even if Personal Feedback got a mean equivalent to SATISFIED, still it has the lowest mean that made it as the LEAST SATISFYING compared to the other two. Items under this dimension include the communication satisfaction level of employees to their job performance and recognition of their efforts as members of the organization. After all, it is important for employees to get such information as it is related to their appraisal [43].

Hence, under this context the answers show a strong internal consistency.

### Group Communication Context

Table 4 includes the result of the level of communication satisfaction in terms of Group Communication Context with 10 items under 2 dimensions which are Horizontal and Informal Communication, and Organizational Integration. Among the 10 items in this context, Q18 has the highest

mean of 2.24, SATISFIED, which means that the employees in DPWH Region X are satisfied with the extent to which communication practices in their organization are adaptable to emergencies. Following Q18 is Q17 with 2.27 mean, SATISFIED, which indicates that the employees are satisfied to the extent that relates to satisfaction with horizontal and informal communication relationship in the organization and that the organization's grapevine is active. Same goes to Q19 with a mean of 2.32 which indicates the satisfaction of the employees of the extent to which members of the organization are compatible and the result comes out to be SATISFIED. Q23 has a mean 2.33, SATISFIED, which means that the employees of DPWH are satisfied with the communication on the information they receive about their job and related items, such as policies and benefits. Also included is information about what is happening currently including what the department is doing and personnel news. Hence, this means they are satisfied with degree to which they receive information about their immediate work environment

Thus, the findings point out that the existing informal communication networks or the collegial communication in the organization is satisfying for the employees.

The overall Horizontal and Informal Communication has a mean of 2.32 equivalent to SATISFIED and Organizational Integration has a mean of 2.09 which is also falls to a SATISFIED remark. The result came out and totalled a 2.38 mean to the overall satisfaction level in terms of Group Communication Context.

Among the two dimensions mentioned, Horizontal and Informal Communication got the highest mean of 2.32 or 50.52 percent of the total number of respondents are satisfied which is composed of items Q16 to Q20 (Table 4). The findings indicate that respondents perceive the 'grapevine' as being sufficiently active in their workplace and that there is satisfaction in the flow of informal communication in the organization. Therefore, informal communication is active although it is hard to say that the information getting around is true [44].

Meanwhile, Organizational Integration got a mean of 2.43 or 44.62 which means that the respondents are satisfied. However, there are two questions among the 40-item Communication Satisfaction questionnaire that got a SOMEWHAT SATISFIED remark and these are Q22 and Q25 which are about *Personnel News* and *Benefits and Salary* with a mean of 2.55 and 2.51, respectively. Though not really low, it can be observed that these are the only questions that got a mean lower than the total average and both can be found in Organizational Integration under the Group Communication context. It can be observed in Table 2 that most of the respondents who participated were ranging from 25-29 years old and they composed 40.92 percent of the total answers. The findings indicate that younger employees are SOMEWHAT SATISFIED with the communication they receive about Personnel News and Benefits and Salary. Referring to this, the organization is required to update individual staff members on their job progress by providing them with feedback and guidance on career planning and ensure that policies are written in a

simple, clear and concise way, thereby enabling easy comprehension [45].

### Organizational Communication Context

Table 4 includes the result of the level of communication satisfaction in terms of Organizational Communication Context with 15 items under 3 dimensions which are Organizational Perspective, Communication Climate, and Media Quality.

Q36 has the highest mean of 2.14, SATISFIED, which indicates that the employees are satisfied with the extent of usefulness and relevance of the communications provided in the office. It also follows that the employees are also satisfied with the extent to which the amount of communication in the organization is about right which is apparent in the result of Q40 with a mean of 2.17, SATISFIED, and that communication on the extent of meetings are well organized which can be shown in the result under Q37 with a mean of 2.23, SATISFIED. Thus, written directives are short and clear. These questions are look at communication as it go through several channels like publications, memoranda and meetings. Additionally, the result revealed that the tools utilized to communicate with employees in DPWH were being used effectively.

Aside from the 3 questions mentioned above, Q31 with a mean of 2.18, SATISFIED, also revealed that the employees in DPWH Region X are also satisfied to the extent to which the organization's communication motivates and stimulates their enthusiasm for meeting the goals of the office. The result under this dimension has shown that DPWH Region X's communication has stimulated and motivated each employee's identification. Which means they agreed that the information flow is effective.

The overall Organizational Perspective has a mean of 2.37 equivalent to SATISFIED. Communication Climate has a mean of 2.27 which corresponds SATISFIED and Media Quality has a mean of 2.21 which also falls to a SATISFIED remark. The result came out and totaled a 2.28 mean to the overall satisfaction level in terms of Organizational Communication Context.

Among the three dimensions mentioned, Media Quality got the highest mean of 2.21 or 51.26 percent of the total number of respondents are satisfied which is composed of items Q36 to Q40 (Table 4). This means that most of the employees in DPWH find the communication methods, formats and channels, such as meetings and directives of their organization satisfying. Substantially, it simply means that tools utilized to communicate with employees are being used effectively. Media quality is imperative and top management should distribute important information in a formal, written format like memoranda, policy statements and procedures then follow up verbal messages with written messages for verification purposes [45].

Whereas, Organizational Perspective measures the widest information such as general or major organizational changes, financial standing, and information about the policies and goals of the organization [46] and the result of the survey suggests that the employees in DPWH are satisfied as to how they are being communicated about the organization's objectives and policies both internal and external.

The results under each context of Communication Satisfaction were consistent and clearly demonstrate that there is a strong positive relationship among the three contexts through each of their dimensions. Therefore, the researcher concludes that the overall communication information, relationships, channels and climate that are existing and are currently practiced in the Department of Public Works and Highways Region X are sufficient and substantial for the employees.

### Organizational Commitment

Table 5 shows the level of organizational commitment of the employees. Based on the result, employees agreed that they are committed to do their work as part of the organization. The concept of Three - Component Model of Organizational Commitment combines together the employee's behaviour in organizations (Allen N.J. and Meyer J.P., 1991) which are (1) Affective Commitment, (2) Continuance Commitment, and (3) Normative Commitment.

The results indicated that the mean values of organizational commitment range from 3.69 to 2.36 which is at mid-level.

**Table 5:** Measures of Organizational Commitment

Organizational Commitment			
Code	Statements	Mean	Remarks
Q1	I would be very happy to spend the rest of my career with this organization	2.36	Slightly Agree
Q2	I enjoy discussing my organization with people outside it	2.67	Agree
Q3	I really feel as if this is this organization's problems are my own	2.83	Agree
Q4	I think that I could easily become as attached to another organization as I am to this one	2.85	Agree
Q5	I do not feel like 'part of the family' at my organization	3.69	Neither Agree nor Disagree
Q6	I do not feel 'emotionally attached' to this organization	3.61	Neither Agree nor Disagree
Q7	This organization has a great deal of personal meaning to me	2.66	Agree
Q8	I do not feel a sense of belonging to my organization	3.62	Neither Agree nor Disagree
<b>Affective Commitment</b>		<b>3.04</b>	<b>Agree</b>
Q9	I am not afraid of what might happen if I quit my job without having another one lined up	3.49	Agree
Q10	It would be very hard for me to leave my organization right now, even if I wanted to	2.77	Agree
Q11	Too much in my life would be disrupted if I decided I wanted to leave my organization now	2.81	Agree

Q12	It would not be too costly for me to leave my organization now	3.54	Neither Agree nor Disagree
Q13	Right now, staying with my organization is a matter of necessity as much as desire	2.75	Agree
Q14	I feel that I have too few options to consider leaving this organization	2.95	Agree
Q15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	2.86	Agree
Q16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice --- another organization may not match the overall benefits I have here	2.76	Agree
<b>Continuance Commitment</b>		<b>2.99</b>	<b>Agree</b>
Q17	I think that people these days move from company to company too often	2.94	Agree
Q18	I do not believe that a person must always be loyal to his or her organization	3.54	Neither Agree nor Disagree
Q19	Jumping from organization to organization does not seem at all unethical to me	3.29	Agree
Q20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	2.58	Agree
Q21	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	2.96	Agree
Q22	I was taught to believe in the value of remaining loyal to one organization	2.87	Agree
Q23	Things were better in the days when people stayed with one organization for most of their careers	2.91	Agree
Q24	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore	3.36	Agree
<b>Normative Commitment</b>		<b>3.06</b>	<b>Agree</b>
<b>Overall Organizational Commitment</b>		<b>3.03</b>	<b>AGREE</b>

### Affective Commitment

Affective Commitment obtained a mean of 3.04. As shown in Table 5, Affective Commitment got an AGREE remark base on the 8 questions that measured the psychological aspect of an employee's willingness to commit to an organization. Among the 8 questions, Q1 got the highest mean of 2.36, SLIGHTLY AGREE, in the statement that says they would be very happy to spend the rest of their career in DPWH. Q8 followed with a mean of 2.6, AGREE, in the statement that says if DPWH as an organization has a great deal of personal meaning to them. On the other hand, Q5 has a mean of 3.69, NEITHER AGREE NOR DISAGREE, the least under the Affective Commitment in the statement, "I do not feel 'emotionally attached' to this organization."

The research finding revealed that Affective Commitment level among employees in DPWH Region X has a mean of 3.04 or 26.12 percent of the total number of respondents indicated their AC's level to DPWH is at mid-level. Since AC is concerned with the employees' positive attitude toward the organization [47] and is entirely the employees' personal choice, this means that their commitment is at the average level, but still falls on the positive margin since the overall commitment is evenly present. Thus, there are three intervening items (Q5, Q6, and Q8 in Table 5) that supported the answer of the respondents to the rest of the questions while the other items (Q1, Q2, Q3, Q4 and Q7 in Table 5) have a positive impact towards their commitment to DPWH though it still has room to be improved. Thus, according to Meyer and Allen (2011), employees who are affectively committed to the organization will probably carry on working for the organization because they want to.

### Continuance Commitment

Continuance Commitment obtained the mean of 2.99. As shown in Table 5, Continuance Commitment got an AGREE remark basing on the 8 questions that represent cognitive attachment between employees and their organization because the costs of leaving outweigh the benefit. Among the 8 questions, Q13 got the highest mean of 2.75, AGREE, in the statement that staying in DPWH is a matter of

necessity as much as desire. Q16 followed with a mean of 2.76, AGREE, in the statement that the major reasons employees continue to work for DPWH is that leaving would require considerable personal sacrifice and that another organization may not match the overall benefits they receive in DPWH. Whereas, Q12 has a mean of 3.54, NEITHER AGREE NOR DISAGREE, the least under the Continuance Commitment in the statement, "It would not be too costly for me to leave my organization now."

Continuance Commitment, on the other hand, has a mean of 2.99 or 29.33 percent of the total number of respondents indicated their CC's level to DPWH is at mid-level like AC. CC refers to an employee's organizational commitment because of the work-relationships and other benefits [48]. The outcome of the survey result indicated that employees are likely to remain in the organization because they know that leaving is costly. There can be many reasons why employees need to stay in the organization [49], but CC explains that members of the organization stay due to lack of work alternatives if they decide to quit. This is supported by the study of Meyer and Allen (1997) when they explained that CC is considered to be calculative in nature and employees know that there are underlying costs associated with leaving the organization that is why they decided to stay.

However, in the study of Wang [50], aside from the threats that will come out once an employee leaves the organization, there are motivations why employees stay and that includes benefits that they might not get in their next job.

### Normative Commitment

Normative Commitment obtained the mean of 3.06. As shown in Table 5, Normative Commitment got an AGREE remark basing on the 8 questions that is associated with a sense of moral obligation to remain in the organization. Among the 8 questions, Q20 got the highest mean of 2.58, AGREE, in the statement that one of the major reasons employees continue to work for DPWH is that they believe that loyalty is important and therefore they feel a sense of moral obligation to remain. Q22 followed with a mean of



2.87, AGREE, in the statement that the employees were taught to believe in the value of remaining loyal to one organization. Conversely, Q18 has a mean of 3.54, NEITHER AGREE NOR DISAGREE, the least under the Normative Commitment in the statement, "I do not believe that a person must always be loyal to his or her organization."

The overall Affective Commitment has a mean of 3.04 equivalents to AGREE. Continuance Commitment has a mean of 2.99 which corresponds AGREE and Normative Commitment has a mean of 3.06 which also falls to a AGREE remark. The overall measure of Organizational Commitment has a mean of 3.03, AGREE.

Finally, is Normative Commitment which deals with the sense of obligation of an employee, based on his values and norms (Alam, 2011). In the survey conducted, total NC got a mean of 3.06 or 28.27 percent of the total number of respondents. The percentage of neutral responses indicates that even though there is a high level of agreement over this measure, there are still many respondents who are clearly hesitant over whether they should feel obliged to stay with their current organization. Since NC is shortly explained as the *sense of obligation to stay* [21], employees who answered have half a mind if they stay or not since the organization has invested a lot in their training and development. However, the guilt about the possibility of leaving must not be the reason that people stay in the organization and that alone must be improved by the organization itself. Since there is a less personal commitment, but a feeling of obligation, DPWH RX is expected to come up to a measure to decrease obligation-based commitment and increase AC.

Table 6 presents the statistical test on employees' communication satisfaction and organizational commitment. Based on the result, there is statistically significant relationship between communication satisfaction and organizational commitment with p-value 0.000. This implies that the communication satisfaction affects the employees' commitment to the organization.

**Table 6:** Correlation between Communication Satisfaction and Organizational Commitment

Variables	Mean	Pearson Correlation Coefficient (r)	p-value	Remarks
Communication Satisfaction	2.27	0.210	0.000	Significant
Organizational Commitment	3.03			

\*Significant at 0.05 level of significance

Using the Communication Satisfaction Questionnaire by Downs and Hazen (1977) as the primary tool in analyzing communication satisfaction within DPWH Region X and the Organizational Commitment Questionnaire by Meyer and Allen (1991), results stated that the employees are satisfied with the level of communication they receive from the organization and it has a significant and vital connection to their commitment to DPWH.

## 6. Summary, Conclusions and Recommendations

This chapter presents the summary, findings, the conclusions made and the recommendations offered.

### 6.1 Summary

This study is conducted to determine the Impact of Communication Satisfaction to the Organizational Commitment of the Employees in the Department of Public Works and Highways (DPWH) Region X.

The study aimed to answer (1) the level of Communication Satisfaction of the employees in terms of (a) Interpersonal Communication Context, (b) Group Communication Context, and (c) Organizational Communication Context; (2) the level of Organizational Commitment in terms of (a) Affective Commitment, (b) Normative Commitment, and (c) Continuance Commitment; and (3) the significant relationship between Communication Satisfaction of employees to their Organizational Commitment.

This research was undertaken in the 12 District Engineering Offices of DPWH RX with a total of 325 respondents having 25 respondents in each DEO including the Regional Office. Descriptive Method was used in this study using a checklist questionnaire. To reveal the relationship between the two main topics which are Communication Satisfaction and Organizational Commitment, the researcher prepared two questionnaires adapted from the 40-item Communication Satisfaction Questionnaire (CSQ) and a 24-item Organizational Commitment Questionnaire (OCQ) of Downs and Hazen (1977) and Meyer and Allen (1991), respectively.

Before the conduct of the actual survey, group of experts on statistics, grammar and content checked the overall paper and instruments used for the content and face validity. Similarly, pilot testing with test of reliability was also facilitated and it appeared that the alpha coefficient for the items in both questionnaires have relatively high internal consistency.

Supposedly, the researcher will personally hand the questionnaires to the respondents in each DEO; however, the unprecedented pandemic hindered the initial idea that is why the researcher, with the approval of her adviser, resorted to an online survey through the use of Survey Monkey to capture the opinions of the identified respondents. Thus, the actual survey happened from mid of April 2020 to May 2020.

The data gathered were analyzed using the statistical tool of descriptive statistics, such as means, and percentages to assess the impact of communication satisfaction of DPWH employees to their organizational commitment.

### 6.2 Findings

#### 1) Profile of the Respondents

Majority of the respondents were female that covered 56% of the total number of those who answered and they were

between 25 to 29 years old who are working in DPWH RX for 1 to 5 years.

## 2) Communication Satisfaction of DPWH RX Employees

### a) Interpersonal Communication Context (ICC)

Concerning the ICC, majority of the employees is satisfied with how they are being evaluated, appraised and also with how the Department recognized their efforts and they are satisfied with the upward and downward communication within their organizational structure.

### b) Group Communication Context

The findings indicated that majority of the respondents perceive the 'grapevine' as being sufficiently active in their workplace and that there is satisfaction in the flow of informal communication in the organization. The findings also mean that employees are much more comfortable using informal communication channels to discuss issues with co-workers. Additionally, it can be observed in the findings that the respondents are also satisfied with the information they received in their immediate environment.

### c) Organizational Communication Context

In the aspect of OCC, research results implied that information about the organization's goals and policies were being communicated effectively as it appeared that the majority of the respondents are satisfied with it. It also included in the findings that the amount of information employees received during the conduct of meetings and information sent through email are being handed over to them rightfully that they have adequately used it in their work.

## 3) Organizational Commitment of DPWH RX Employees

### a) Affective Commitment

The research finding revealed that Affective Commitment level among majority of the respondents in DPWH Region X is at mid-level. Since AC is concerned with the employees' positive attitude toward the organization and is entirely the employees' personal choice, this appears that their emotional relationship between employees and the organization is at the average level.

### b) Continuance Commitment

The research finding revealed that Continuance Commitment level among majority of the respondents is at mid-level, which is associated with the achievement of personal objectives, the employees remain in the organization by necessity, by the lack of alternatives and by the costs associated with the change.

### c) Normative Commitment

The research finding revealed that Normative Commitment level among majority of the respondents is at mid-level, thus most of them are committed to the organization partly because of the sense of associated duty and moral responsibility with the department.

## 6.3 Conclusions

Based on the result, there is statistically significant relationship between communication satisfaction and organizational commitment with p-value 0.000 (Table 6). This implies that the communication satisfaction affects the employees' commitment to the organization. Therefore, Hypothesis 0 is not accepted. The result indicated that there is a significant positive relationship between communication satisfaction and organizational commitment and is reflected that when communication satisfaction is on the mid-level, organizational commitment as well is on the same level.

According to the analysis drawn, overall communication satisfaction and nearly all of the communication satisfaction dimensions significantly correlated to each other. Although the Communication Satisfaction Questionnaire is considered the best measure of communication satisfaction, the instrument is not without limitations, and the results suggested that further refinement of the factors would be useful that would fit the needs of the changing workforce of DPWH RX.

Organizational commitment, on the other hand, is very important to researchers and organizations because of the desire of the organization to retain strong workforce [4]. It is important to mention that managers and leaders will not be able to encourage effective organizational commitment through communication practices unless they recognize and understand what information is valued by subordinates [1]. As Bhat, A. [5] stated that satisfied and engaged employees are an asset to any organization. It is important to value people who show dedication and commitment towards the organization.

To increase the satisfaction of communications and to develop appropriate human resources strategies and programs that would increase employees Affective Commitment, it is critical for DPWH management to understand internal communication strategy and the preferred working environment by their employees. This paper showed the importance of clear and effective communication that needs to occur in an organization. Since the majority of people work at a young age, trying to improve their satisfaction is important to consider since they will be an asset in the organization.

Furthermore, according to the study of Hargie et. Al. [51], if organizational communication is scarce, it results low organizational commitment, more absenteeism, greater employee turnover, and less productivity.

## 6.4 Recommendations

This study is a supplementary material for future researches relating to Communication Satisfaction and Organizational Commitment. Below are recommendations of the researcher:

- 1) The researcher thinks that possible areas for further research or investigation include an in-depth study of Communication Satisfaction and Organizational Commitment in other government offices in the Philippines since there is a sparse of Review of Related

Literature relating to these areas and no known studies on both in the Philippine Government Workplace. Existing literatures are all over the internet, but you cannot find any that focuses in government offices in the Philippine setting. The two mentioned topics are usually being studied separately. Might as well consider for future investigation the study of both areas together so that other researches relating to both topics may have materials for comparison.

- 2) One avenue for further study would be research into the specific areas in Communication Satisfaction and how it affects Organizational Commitment in the other DPWH Regional Offices to compare and contrast what needs to be retained or are there areas to be changed in the current communication flow setting in DPWH.
- 3) It is also relevant that DPWH might as well design a Satisfaction Survey tool that can accommodate not only permanent employees, but also for job order or contractual employees since they are also serving the organization.
- 4) The researcher highly recommends that the future researchers focus on specific factors on communication satisfaction and how it impacts to organizational commitment so that commitment levels can be understood better.

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### Appendix A

#### Instrument No. 1

#### Instrument for the Survey

### Survey Questionnaire for Communication Satisfaction

Dear Respondent,

As part of my graduate school research, I am conducting a survey that investigates the Impact of Communication Satisfaction in the Organizational Commitment of the Employees in the Department of Public Works and Highways Region X. I appreciate if you could complete the following table. Any information obtained in connection with this study that can be identified with you all remain confidential.



Do not put your name on this questionnaire or identify yourself in any way to ensure anonymity. Please complete the questionnaire independently and be sure to read instructions carefully and answer honestly. There is no right or wrong answer. Participation in this study is voluntary and there are no known risks associated with participation in this study.

If you would like more information about this research project, feel free to contact the researcher at 0932-388-0757. This study has been acknowledged by the University of Science and Technology of Southern Philippines (USTP).

Thank you for your participation.

Sincerely,

**ROSHELLE NOVIE L. CABRIDO**

Researcher

**Research Questionnaire**

**Communication Satisfaction**

**The Impact of Communication Satisfaction In The Organizational Commitment of The Employees In The Department of Public Works and Highways Region X**

**Respondent's Detail**

**Gender**

Male

Female

**Age**

20-24 yrs.old

25-29 yrs. Old

30-34 yrs.old

35-39 yrs. old

40 yrs. old and above

**Length of Time Worked for the Organization**

Below 1 yr.

1-5 yrs.

6-10 yrs.

11-15 yrs.

15 yrs. Above

The following are descriptions that correspond to your answers.

Very Satisfied (A)

Satisfied (B)

Somewhat Satisfied (C)

Indifferent (D)

Somewhat Dissatisfied (E)

Dissatisfied (F)

Very Dissatisfied (G)

A Listed below are Types of Information associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information you have access to by **checking (✓)** the appropriate letter at the right.

	<b>Statement</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>
<b>Interpersonal Communication Context</b>								
<b>Personal Feedback</b>								
<b>1</b>	How my job compares with others							
<b>2</b>	How am I being evaluated							
<b>3</b>	How my efforts are recognized							
<b>4</b>	How problems in my job are being handled							
<b>5</b>	Extent to which my superiors know and understand the problems faced by the subordinates							
<b>Relationship to Superiors</b>								
<b>6</b>	Extent to which my supervisor listens and pays attention to me							
<b>7</b>	Extent to which my supervisor offers guidance for solving job related problems							
<b>8</b>	Extent to which my supervisor trusts me							

9	Extent to which my supervisor is open to ideas																			
10	Extent to which the amount of supervision given me is about right																			
<b>Relationship with Subordinates</b>																				
11	Extent to which my subordinates are responsive to downward directive communication																			
12	Extent to which my subordinates anticipate my needs for information																			
13	Extent to which I do not have a communication overload																			
14	Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms																			
15	Extent to which my subordinates feel responsible for initiating accurate upward communication																			
<b>Group Communication Context</b>																				
<b>Horizontal and Informal Communication</b>																				
16	Extent to which the conversations between employees and superiors that do not follow any prescribed structure or rule-based system																			
17	Extent to which horizontal communication with other organizational members is accurate and free flowing																			
18	Extent to which communication practices are adaptable to emergencies																			
19	Extent to which the members of my work group are compatible																			
20	Extent to which informal communication is active and accurate																			
<b>Organizational Integration</b>																				
21	My progress in my job																			
22	Personnel news																			
23	Departmental policies and goals																			
24	Requirements of my job																			
25	Benefits and salary																			
<b>Organizational Communication Context</b>																				
<b>Organizational Perspective</b>																				
26	Organizational policies and goals																			
27	Government actions affecting my organization																			
28	Changes in my organization																			
29	Our organization's financial standing																			
30	Accomplishments and/or failures of the organization																			
<b>Communication Climate</b>																				
31	Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals																			
32	Extent of the organization members' ability to communicate																			
33	Extent to which the organization's communication makes me identify with it or feel a vital part of it																			
34	Extent of timeliness of information received needed to do my job.																			
35	Extent to which conflicts are handled appropriately through proper communication channels																			
<b>Media Quality</b>																				
36	Extent of usefulness and relevance of the communications provided																			
37	Extent to which our meetings are well organized																			
38	Extent to which written directives and reports are clear and concise																			
39	Extent to which the attitudes toward communication in the organization are basically healthy																			
40	Extent to which the amount of communication in the organization is about right																			

**End of Survey**

**THANK YOU FOR YOUR TIME!**

Adapted from the Communication Satisfaction  
Questionnaire Developed by Downs and Hazen (1977)

Appendix B

Instrument No. 2

Instrument for the Survey

Survey Questionnaire for Organizational Commitment

Dear Respondent,

As part of my graduate school research, I am conducting a survey that investigates The Impact of Communication Satisfaction In The Organizational Commitment of The Employees In The Department of Public Works and Highways Region X. I appreciate if you could complete the following table. Any information obtained in connection with this study that can be identified with you all remain confidential.

Do not put your name on this questionnaire or identify yourself in any way to ensure anonymity. Please complete the questionnaire independently and be sure to read instructions carefully and answer honestly. There is no right or wrong answer. Participation in this study is voluntary. And there are no known risks associated with participation in this study.

If you would like more information about this research project, feel free to contact the researcher at 0932-388-0757. This study has been acknowledged by the University of Science and Technology of Southern Philippines (USTP).

Thank you for your participation.

Sincerely,

**Roshelle Novie L. Cabrido**

Researcher

Research Questionnaire

Organizational Commitment

The Impact of Communication Satisfaction in the Organizational Commitment of The Employees In The Department of Public Works and Highways Region X

The following are descriptions that correspond to your answers.

- Strongly Agree (A)
- Slightly Agree (B)
- Agree (C)
- Neither Agree or Disagree (D)
- Disagree (E)
- Slightly Disagree (F)
- Strongly Disagree (G)

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organizations for which they work. With respect to your own feelings about the organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by **checking (✓)** the appropriate letter at the right.

<b>Affective Commitment</b>									
1	I would be very happy to spend the rest of my career with this organization								
2	I enjoy discussing my organization with people outside it								
3	I really feel as if this is this organization's problems are my own								
4	I think that I could easily become as attached to another organization as I am to this one								
5	I do not feel like 'part of the family' at my organization								
6	I do not feel 'emotionally attached' to this organization								
7	This organization has a great deal of personal meaning to me								
8	I do not feel a sense of belonging to my organization								
<b>Continuance Commitment</b>									
1	I am not afraid of what might happen if I quit my job without having another one lined up								
2	It would be very hard for me to leave my organization right now, even if I wanted to								
3	Too much in my life would be disrupted if I decided I wanted to leave my organization now								
4	It would not be too costly for me to leave my organization now								

5	Right now, staying with my organization is a matter of necessity as much as desire								
6	I feel that I have too few options to consider leaving this organization								
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives								
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice --- another organization may not match the overall benefits I have here								
<b>Normative Commitment</b>									
1	I think that people these days move from company to company too often								
2	I do not believe that a person must always be loyal to his or her organization								
3	Jumping from organization to organization does not seem at all unethical to me								
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain								
5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization								
6	I was taught to believe in the value of remaining loyal to one organization								
7	Things were better in the days when people stayed with one organization for most of their careers								
8	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore								

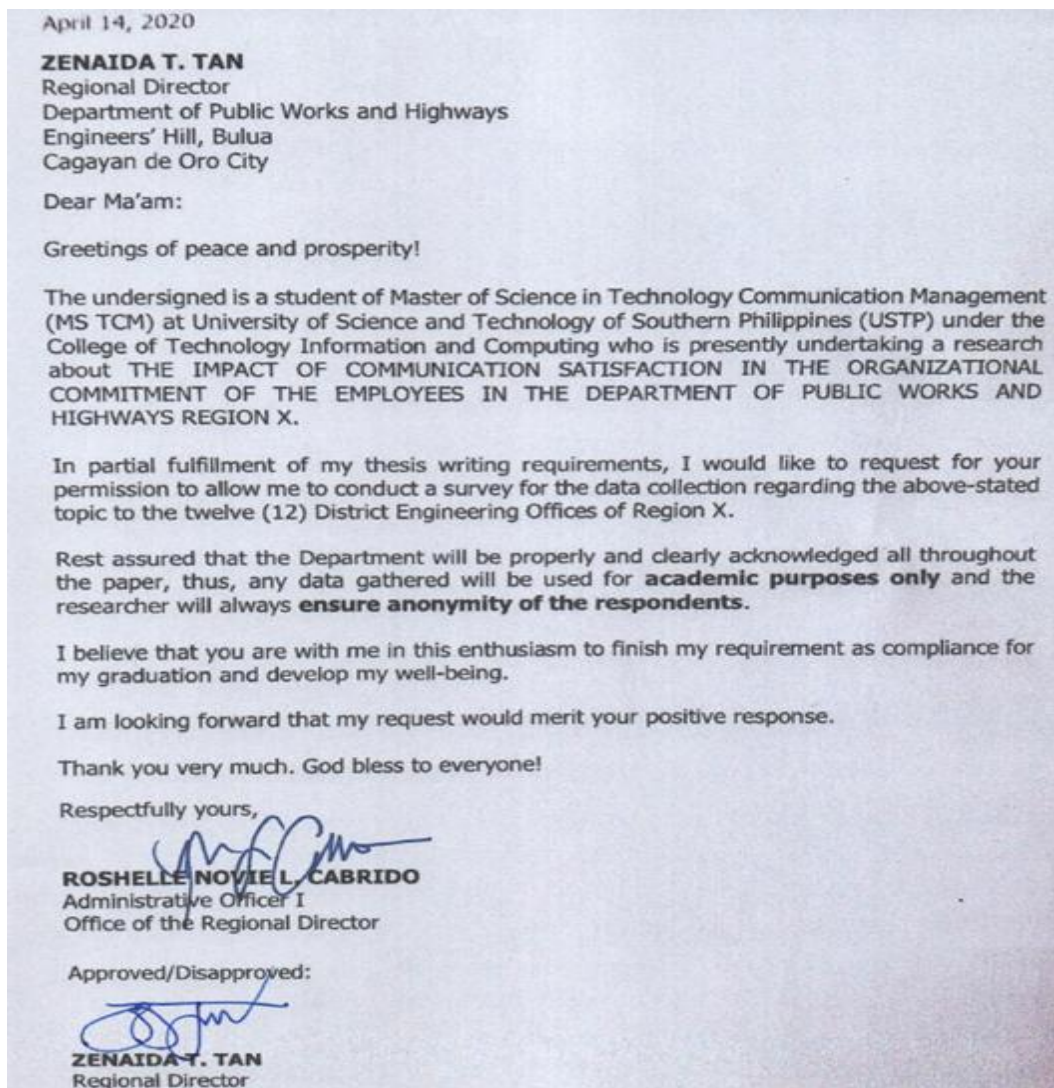
End of Survey

Thank You for Your Time!

Adapted from the Organizational Commitment Scale Questionnaire of Allen and Meyer (1991, 1997)

Appendix C

Letter to DPWH RX Regional Director





## Authors' Profile



**Roshelle Novie L. Cabrido** received the B.S. degree in Technology Communication Management from Mindanao University of Science and Technology (MUST) located in Cagayan de Oro City year 2015 where she graduated *Cum Laude* and currently pursuing Masters of Science in Technology Communication Management in the University of Science and Technology of Southern Philippines (USTP). She is presently connected to the Department of Public Works and Highways (DPWH) as Administrative Officer I.



**Maria Doreen Cuevas-Rañada** received the A.B Degree in Communication from Miriam College located in Quezon City and had her Masters Degree in Communication major in Broadcast Communication from the University of the Philippines Diliman. She is now presently the Chair of the Department of Technology Communication and Management in the University of Science and Technology of Southern Philippines (USTP).