



THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN THE EFFECT OF ORGANIZATIONAL COMMUNICATION QUALITY ON JOB SATISFACTION

Havva DEĞİRMENÇİ TARAKCI¹, İbrahim YIKILMAZ², Lütüfî SÜRÜCÜ³

Abstract

The study has multiple purposes. The first purpose is to measure the impact of organizational communication on organizational commitment and job satisfaction. The second purpose is to measure the impact of organizational commitment on job satisfaction. The third and final purpose is to determine the mediating role of organizational commitment in the impact of organizational communication quality on job satisfaction. The study data was obtained using a survey method from 390 healthcare workers in a state hospital in Izmir. Correlation and multiple regression analyses were conducted to determine the relationships between variables. The analysis results indicate that organizational communication has a significant and positive impact on organizational commitment and job satisfaction. Additionally, it was found that organizational commitment has a substantial and positive effect on job satisfaction. Furthermore, it was determined that organizational commitment plays a mediating role in the effect of organizational communication on job satisfaction.

Keywords: Organizational communication, Organizational commitment, Job satisfaction, healthcare workers
JEL Classificatino: M10, M12, M14

ÖRGÜTSEL İLETİŞİM KALİTESİNİN İŞ DOYUMUNA ETKİSİNDE ÖRGÜTE BAĞLILIĞIN ARACILIK ROLÜ

Öz

Çalışmanın birden fazla amacı bulunmaktadır. Birinci amacı, örgütsel iletişimin örgütsel bağlılık ve iş doyumuna üzerine etkisini ölçmek, ikinci amacı; örgütsel bağlılığın iş doyumuna üzerine etkisini ölçmek, üçüncü ve son amacı ise; örgütsel iletişimin iş doyumuna üzerine etkisinde örgütsel bağlılığın aracı rolünü belirlemektir. Çalışma verileri, İzmir'de bir devlet hastanesinde çalışan 390 sağlık çalışanına anket yöntemi kullanılarak elde edilmiştir. Değişkenler arasındaki ilişkileri belirlemek için korelasyon ve çoklu regresyon analizleri yapılmıştır. Analiz sonuçları, örgütsel iletişimin hem örgütsel bağlılık hem de iş tatmini üzerinde anlamlı ve pozitif bir etkiye sahip olduğunu göstermiştir. Ayrıca örgütsel bağlılığın iş tatmini üzerinde anlamlı ve pozitif bir etkiye sahip olduğu tespit edilmiştir. Bununla birlikte örgütsel iletişimin iş tatmini üzerindeki etkisinde örgütsel bağlılığın aracılık rolü olduğu tespit edilmiştir.

Anahtar Kelimeler: Örgütsel İletişim, Örgütsel Bağlılık, İş Doyumu, Sağlık Çalışanları
JEL Sınıflandırması: M10, M12, M14

¹ Lec. Dr., Hitit University, havvatarakci@hitit.edu.tr, ORCID: 0000-0003-4149-0651

² Dr., Kocaeli University, yikilmaz@kocaeli.edu.tr ORCID: 0000-0002-1051-0886

³ Asos Prof., World Peace University, lutfi.surucu@wpu.edu.tr ORCID: 0000-0002-6286-4184

1. Introduction

Quality organizational communication is crucial for creating a correct and effective working environment in healthcare institutions. Healthcare professionals must ensure smooth cooperation between all units of the organization, especially when working together to optimize patient care. Moreover, effective organizational communication plays a crucial role in problem-solving by facilitating the sharing of experiences, feelings, and ideas among healthcare professionals. When employees perceive organizational communication as effective, it leads to higher job satisfaction, organizational commitment, and confidence in the workplace (Rajhans, 2009, pp. 145).

Organizational commitment for healthcare workers is the combination of their love for their job and workplace, their job satisfaction, and their desire to continue working in the same workplace. Numerous studies have shown that there is a significant relationship between the levels of organizational commitment of healthcare professionals, their job satisfaction, their desire to stay on the job, the quality of organizational communication, job performance, and patient satisfaction (Bal & Eren, 2015).

Providing financial opportunities alone is not enough to ensure the commitment of health sector employees to the organization. Healthcare professionals also expect safe working conditions and to participate in management decisions. Factors such as increasing population and higher expectations for the quality of health services can increase the workload of healthcare professionals, leading to a decrease in their organizational commitment and sense of belonging. (Karakaş, 2014). At this point, managers have a duty to create a transparent environment that will increase employees' organizational commitment. Ensuring safe communication, cooperation, and teamwork will also increase the level of organizational commitment by providing high-quality organizational communication (Ekinci, 2006). Organizational commitment is a crucial aspect of organizational behavior. Studies have shown that the level of organizational commitment among health sector employees is moderate (Gregory et al., 2007; Chang, 2014). Therefore, it is essential for managers of healthcare institutions to comprehend and implement the factors that boost organizational commitment.

Job satisfaction is the emotional satisfaction level of employees with their jobs. It will be positively affected by a quality communication environment, which enables employees to enjoy their work and solve problems more effectively. According to Hinshaw et al. (1987), creating a conducive working environment in healthcare institutions not only enhances the quality of patient care but also helps in employee retention. This is especially important because if employees in the healthcare sector, whose primary goal is not profit-making, experience job dissatisfaction, it can lead to problems in the delivery of health services (Hassoy & Özvurmaz, 2019).

Organizational communication has a positive impact on employees' organizational commitment and job satisfaction by increasing motivation, cooperation, and teamwork. Effective organizational communication management in the work environment can positively affect employees' job satisfaction. While communication ensures the flow of information among employees, it also has important roles, such as cooperation and increasing motivation. At this point, while organizational communication has a positive effect on job satisfaction, organizational commitment can also play a mediating role that increases this effect. While this study emphasizes the importance of organizational communication in the health sector and its effect on organizational commitment and job satisfaction, it also aims to reveal the mediating role of organizational commitment in the effect of organizational communication on job satisfaction. To achieve this, the extant literature was summarized, the relationship between variables was explained, and empirical data obtained from healthcare professionals were analyzed. Comprehensive analyses yielded significant results. This study contributes to the literature by empirically examining the impact of organizational communication, organizational commitment, and job satisfaction on healthcare professionals in the field. Moreover, this study is expected to raise awareness among senior management and researchers about the significance of

organizational communication on job satisfaction and organizational commitment. Both of these factors play a crucial role in determining managerial effectiveness and performance.

The research revealed a lack of studies in the national and international literature on the impact of organizational communication on organizational commitment and job satisfaction in health institutions. Therefore, this study is expected to make significant contributions to the literature by highlighting the practical situation in the field and drawing attention to this important issue.

2. Theoretical Background

2.1. Organizational Communication

Communication is the transfer of feelings and thoughts between at least two individuals. This can be done verbally, in writing, or nonverbally. Communication plays a vital role in various areas, including personal relations, business, politics, and the media.

The communication process is defined as the transmission of meaning between the sender and the receiver (Gibson & Hodgetts, 1986, pp. 4). It occurs only when information is correctly sent or received by both parties (Hoy & Miskel, 1996).

According to Myers and Myers (1976), communication is a transactional process where people assign meaning to those around them and develop expectations through their changing roles and behaviors.

Communication, which is one of the most fundamental needs and forms the basis of life, also forms the basis of all organizational and administrative variables, such as formal and informal organizations, cultures, leadership, and decision-making (Hoy & Miskel, 1996). At this stage, managers have significant responsibilities in communication management. In fact, the ability of superiors to communicate effectively with their subordinates is closely linked to their potential to influence subordinates' perceptions and behaviors (Wheless & Reichel, 1990, pp. 372).

The objective of many successful organizations is to establish a collaborative communication environment. This is because accepting diverse ideas and managing conflicts within an organization are challenging skills to obtain. Effective communication is contingent upon the trust between the leader and the members of the organization (Haas, 1999). Organizational communication involves coordinating within and between organizations (Tanriverdi et al., 2010) and establishing/maintaining these relationships (Goodman, 2010). Effective communication skills are also crucial for resolving conflicts within organizations (Clough, 1987, pp. 1). When members of an organization communicate well and an atmosphere of understanding and trust is fostered, conflicts that arise in organizational communication can be resolved (Fisher & Koue, 1991, pp. 149).

Argenti (1996) identified the functions of modern organizational communication as including image and identity, media relations, financial communication, corporate advertising, employee relations, social relations, corporate philanthropy, government communication, and crisis communication. While this is not an exhaustive list, it provides a framework for the sub-functions of large-scale companies.

Organizational communication should aim to minimize the differences between strategy, identity and image, provide internal and external support for the organization to achieve its goals, and facilitate the resolution of communicative problems (Van Riel, 1992).

Organizational communication plays a fundamental role in driving change and increasing success in organizations (Cheney et al., 2000). Furthermore, the quality of organizational communication serves as an indicator of organizational performance when introducing and conveying the organizational culture to employees (Vural, 2003). Organizational communication has certain characteristics that vary based on the size, structure, and characteristics of the organization. These include (Aziz & Dicle, 2017):

- Saving the organization from becoming stagnant and adding vitality,
- Establishing a dynamic system among employees to achieve objectives,
- Being related to the goals and functioning of the organization,
- Ensuring organizational development within changing technological structures,
- Ensuring efficient and effective management of the organization,
- Ensuring bidirectional organizational relations.

Organizational communication is one of the factors that affects the level of commitment of healthcare professionals to their organization. In a study by Karakaya (2020), it was concluded that organizational communication improves the sense of belonging among healthcare professionals. Additionally, quality organizational communication helps to motivate, build trust, create a common identity, and encourage participation (Rajhans, 2009).

2.2. Organizational Commitment

Organizational commitment is defined as a psychological force that binds individuals to action patterns related to the organization (Bentein et al., 2005). Loyalty (Luthans, 1995; O'Reilly, 1989), harmony with organizational goals (Wiener, 1982), and identification with the organization (Steers, 1977) are the key concepts that explain organizational commitment.

According to Meyer and Allen (1984), who have conducted many studies on organizational commitment, this concept can be defined as a psychological state that affects the relationship between the employee and the institution. It has been examined under three basic factors: *affective, normative, and continuance commitment*. *Affective commitment* is related to an emotional attachment to the job, while normative and continuance commitment reflects an obligation to remain in the position. *Normative commitment* refers to an employee's investment in the organization. On the other hand, *continuance commitment* affects the employee's attendance at work and is more related to their decision to stay based on a cost-benefit calculation (Meyer & Allen, 1984). According to Noesgaard and Jørgensen (2023, pp. 3), employees who experience all three types of commitment are highly likely to desire to stay within the organization. However, individual differences may cause one type of commitment to dominate the desire to leave.

Organizational commitment refers to the level of dedication that an employee feels towards their job and workplace. In recent years, post-modern organizations have developed strategies to increase employee engagement. They are aware of the positive impact that employees' organizational commitment has on productivity, job satisfaction, and performance.

One of the significant variables affecting organizational commitment is the nature of the job (Saylan, 2019). This is particularly important in sectors like healthcare institutions where employees experience high levels of stress and long working hours. In such settings, it is crucial to retain employees and increase their loyalty to reduce personnel turnover rates. Employees with high organizational commitment are more likely to behave sincerely and work with a high level of productivity, considering their contribution to the organization (Arnold & Feldman, 1986). Indicators of organizational commitment include the adoption of the organization's goals, a desire to remain an employee of the organization, internalization, and self-sacrifice (Ince & Gül, 2005).

High levels of commitment have a positive impact on employees. Managers and leaders who are aware of this must possess knowledge about the factors that affect organizational commitment. Commitment is influenced by two main factors, internal and external. While education, experience, job satisfaction, and use of skills constitute internal factors; leadership type, organizational characteristics, resources, and personnel constitute external factors (Gassas & Salem, 2022, p. 20). Low levels of commitment in an organization lead to higher turnover rates and increased costs. Conversely, organizations with high organizational commitment tend to have better quality of life, job performance, and job satisfaction (Abebe & Assemie, 2023, pp. 3).

2.3. Job Satisfaction

In general, satisfaction is defined as the overall psychological state that results from combining the emotions surrounding unconfirmed expectations with the consumer's previous feelings about the consumption experience (Oliver, 1981). Moreover, satisfaction is a complex phenomenon that influences people's feelings about actions, objects, and other individuals (Eisenblatt, 2002).

Job satisfaction refers to individuals' evaluations of the experiences they have at the workplace (McShane, 2004) and the positive mood they feel towards their job (Blegen & Mueller, 1987; Locke & Dunnette, 1976).

Job satisfaction is a positive concept that refers to an individual's degree of love and work behaviors towards their job and its related components (Cicolini et al., 2014). Additionally, Vroom (1964) emphasized the role of the employee in explaining job satisfaction. Accordingly, job satisfaction is defined as the emotional state of the employee towards their role in their job (Vroom, 1964, pp. 99).

Job satisfaction is related to an employee's sense of success at work. While it is often connected to personal well-being and the quality of the product, job satisfaction reflects doing a job that one enjoys, performing well, and being rewarded for one's efforts. Job satisfaction also involves enthusiasm and happiness with one's work. Recognition in a job is crucial for achieving economic income, promotion, and other organizational goals (Kaliski, 2007, pp. 446).

The level of employee job satisfaction is a key factor in individual and organizational happiness. Increased job satisfaction leads to higher engagement and productivity (Özpehlivan, 2019, pp. 59). Conversely, job dissatisfaction can result in increased complaints, reduced productivity, higher staff turnover, and increased absenteeism (Durak & Serinkan, 2007). Managers who are aware of this effect can increase productivity and performance by taking measures to improve employee satisfaction. To better understand and increase job satisfaction within an organization, employees should be aware of the factors that influence it. Mullins (1996) categorized these factors into five categories. The factors that influence this phenomenon are as follows:

- Individual factors, including demographic characteristics,
- Social factors, such as friendships and interactions,
- Cultural factors, including personal attitudes and values,
- Organizational factors, such as institutional structure, procedures and rules, working conditions, and technology,
- Environmental factors, including economic and legal effects.

2.4. Relationship Between Organizational Communication, Organizational Commitment, and Job Satisfaction

The quality of organizational communication is crucial for the process of sharing information, ideas, instructions, task distribution, and employee feelings within an organization. Effective communication helps employees interact with each other, top management, and other departments.

The concept of organizational commitment is related to the degree of loyalty and dedication of an organization's employees toward the organization. This commitment is influenced by the employees' accurate understanding of the organization's goals and values. Therefore, effective organizational communication can increase organizational commitment, while dissatisfaction with organizational communication can reduce employees' commitment to the organization (Baltacı et al., 2016). Researches indicate that as the quality of organizational communication improves, so does the level of employee commitment to the organization. Bektaşoğlu and Şengün (2020) conducted a study on healthcare workers which indicated that effective organizational communication has a positive impact on organizational commitment. The results of the research conducted by Öksüz and Ulağlı (2021) on bank employees show that there is a positive relationship

between organizational communication and organizational commitment. However, organizational communication has been determined to negatively affect continuance and normative commitment. This result reveals that negative communication in the sector also negatively affects organizational commitment. The results of the study conducted by Bright (2021) investigating the role of communication in developing employees' organizational commitment also revealed that the corporate communication climate positively affects organizational commitment.

The relationship between organizational communication and job satisfaction was first uncovered by Herzberg in the 1960s (Downs & Hazen, 1977). Subsequent studies have shown that timely, accurate, useful, and high-quality communication has a direct impact on productivity, absenteeism, job satisfaction, and organizational commitment (Byrne & LeMay, 2006; Baltacı et al., 2016; Marques, 2010; Taşlıyan & Hırlak, 2014). Moreover, effective communication in the workplace reduces job stress and has a positive impact on job satisfaction.

Job satisfaction, which reflects the degree of employees' contentment with their jobs, can be positively influenced by effective organizational communication. A study on surgical nurses found that such communication increased job satisfaction and promoted better teamwork among staff (Amos et al., 2005). The study conducted by Karcioğlu et al. (2009) aimed to determine the relationship between organizational communication and job satisfaction among nurses. The results of the study revealed that organizations with effective communication provide greater job satisfaction for their employees.

Organizational commitment is positively associated with desired behaviors such as job satisfaction, continuity, and motivation. However, it is negatively associated with undesired behaviors such as absenteeism and staff turnover (Becker et al., 1996). While job satisfaction is mostly related to situations in the workplace, organizational commitment also includes the relationship between management and personnel. Establishing an environment of trust between the organization and employees can lay the groundwork for organizational commitment and job satisfaction (Saylan, 2019). Studies have shown that employees with high organizational commitment also tend to have high job satisfaction (Cohen, 1993; Çelen et al., 2013). In a study by Timalisina et al. (2018) investigating the predictors of organizational commitment among nursing students, job satisfaction was found to be a major determinant of organizational commitment. Similarly, Kim et al. (2023) concluded in their study on nurses that job satisfaction has an impact on organizational commitment. This result brings a different perspective to job satisfaction by revealing that job satisfaction can be a factor that affects rather than being affected. Salary, social opportunities, and promotions increase job satisfaction, and organizational commitment is positively affected by this situation. Another study examining the relationship between organizational commitment and job satisfaction in nurses showed that organizational commitment has a positive effect on job satisfaction (Hoş & Oksay, 2015).

The theory that suggests that individuals will be more committed to the organization when they find harmony between the organization and their interests and values in mutual social relationships is called social exchange theory (Memon et al., 2014). This theory is a broad paradigm that covers several social disciplines, such as management, sociology, psychology, and anthropology (Cropanzano et al., 2017). Social exchange theory is frequently mentioned in management studies where mutual expectations are examined between the organization and the employee (Hamid & Yahya, 2011, p. 187). The changes mentioned in the theory are classified into abstract and concrete. These dimensions can be status, salary, service, love, and respect (Foa & Foa, 1974). The theory has three basic assumptions. These are rationality, marginal benefit, and balance. Accordingly, the theory advocates that employees act rationally in their relationships with others and choose what is most beneficial for them. There should be a balance in the relationships established between individuals (Özkalp, 2005). In addition, the theory suggests that commitment, loyalty, and trust result from positive mutual relationships that develop over time (Cropanzano & Mitchell, 2005). For this reason, the study examining the interaction between organizational

communication, job satisfaction, and organizational commitment is based on social exchange theory. In this context, the following hypotheses have been developed within the scope of the extant literature shared above and the Social Exchange Theory regarding the relationship between variables:

- H1: Effective organizational communication has a positive impact on organizational commitment among healthcare professionals.
- H2: Effective organizational communication has a positive impact on job satisfaction among healthcare professionals.
- H3: High levels of organizational commitment among healthcare professionals have a positive effect on their job satisfaction.

2.4.1. Mediating Role of Organizational Commitment

Organizational commitment, defined as the individual's identification with the organization and the power of participation (Porter et al., 1974), draws attention to its multidimensional structure. This complex structure of the concept has the potential to mediate various positive organizational outcomes (Öcel, 2013; Cao et al., 2019; Sökmen et al., 2019). The power of organizational commitment and the love for work and the workplace also increase job satisfaction. A healthy organizational communication nourishes this sense of commitment and makes employees feel more integrated with their organizations. In this direction, organizational communication positively affects job satisfaction, while organizational commitment has a positive role that increases this effect.

In organizational behavior studies, it is observed that organizational commitment has a mediating effect among several variables. For example, It is stated that organizational commitment has a mediating role in the effect of psychological empowerment on job satisfaction (Çalışkan, 2012). It has also been stated that organizational commitment is a full mediator in the effect of job satisfaction on citizenship behavior (Haque et al., 2019). In another study, it was observed that organizational commitment was a mediator in the effect of transformational leadership on organizational citizenship behavior (Hermanto et al., 2024). As a result of the literature review, almost no study was found investigating the mediating role of organizational commitment in the effect of organizational communication on job satisfaction. The study is essential in determining the mediating role of organizational commitment. In this context, within the scope of extant literature and Social Exchange theory, the following hypothesis was developed to examine the mediating role of organizational commitment in the relationship between organizational communication perceptions of health employees and their job satisfaction:

- H4: Organizational commitment has a mediating role in the effect of organizational communication on job satisfaction.

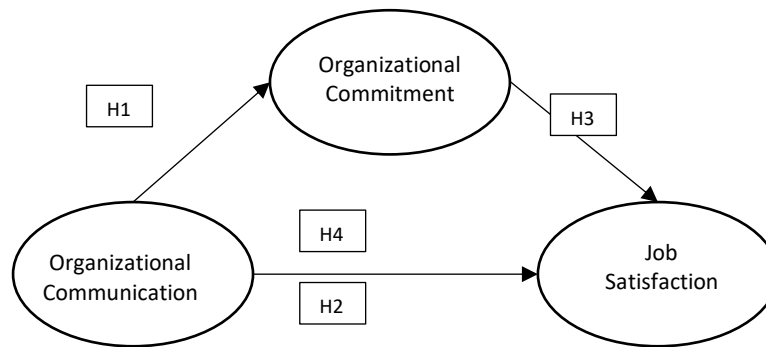
3. Research Framework, Methodology, and Results

This study follows a descriptive quantitative research structure, and the data was collected through an online survey. The methods section of a research paper typically includes the research purpose, model, data collection tools, population and sample selection, and data analysis.

3.1. Purpose and Model of the Research

The aim of the study was to determine the impact of organizational communication on both organizational commitment and job satisfaction, analyze the moderating role of organizational commitment in relation to organizational communication and job satisfaction. In accordance with the main purpose, the theoretical model is shared in Figure 1 below.

Figure 1: Research Model



3.2. Data Collection Process

The ethics committee report regarding the conduct of the study was granted by World Peace University (06/06/2023 date and WPU-ETK-2023-21 issue). The study sample consists of a state hospital in Izmir. First, the chief physician was contacted and informed about the study. After obtaining the necessary permission, a survey was conducted with 390 participants. The questionnaire consists of 40 questions, divided into four parts. The first part contains demographic questions related to gender, age, marital status, and education level. The second part includes a 24-item organizational communication scale to measure organizational communication in the participants. The third part contains a 7-item organizational commitment scale to measure organizational commitment. Finally, the fourth part includes a 5-item job satisfaction scale to determine the level of job satisfaction of the participants. More information about the surveys is provided below.

Organizational Communication: The participants' organizational communication was measured using the scale developed by Huseman et al. (1980, pp. 178). The original version of the scale included 56 items. Miles et al. (1996, pp. 292) later created a 24-item short form of the scale, which included two reverse-coded items. This short form was utilized in the study. Yüksel (2005) conducted a study to adapt the short form of the Organizational Communication Scale. The scale is in a 5-point Likert style, with "1" representing "Strongly Disagree" and "5" representing "Strongly Agree". Sample items include "My manager keeps me informed about the good work I am doing." and "My manager has a cordial relationship with me." The reported reliability of the scale by Yüksel (2005) was 0.847. In this study, the reliability coefficient (Cronbach alpha) of the scale was determined to be 0.940.

Organizational commitment: Jaworski and Kohli (1993) developed a seven-item scale to measure organizational commitment in participants, with one item being reverse coded. Şeşen (2010) conducted an adaptation study of this scale. The scale follows a 5-point Likert style, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Sample items include "I have little or no commitment to my job" and "Overall, I am proud to be here". According to Şeşen (2010), the reliability of the scale is 0.770. In this study, the reliability coefficient (Cronbach's alpha) of the scale was determined to be 0.870.

Job Satisfaction: The level of job satisfaction among the participants was determined using the scale developed by Brayfield and Rothe (1951). The first version of the scale consisted of 18 items. Later, Judge et al. (1998) developed a shorter 5-item form of the scale. The study utilized the short form of the Job Satisfaction scale. Başol and Çömlekçi (2020) conducted an adaptation study of this scale, which is presented in a 5-point Likert format (1-Strongly Disagree, 5-Strongly Agree). The scale includes items such as "I find my job enjoyable" and "Time passes well at work". Başol and Çömlekçi (2020) reported a reliability coefficient of 0.929 for this scale. In the current study, the Cronbach alpha reliability coefficient of the scale was determined to be 0.921.

3.3. Data Analysis

SPSS 27 and AMOS 22 statistical packages were utilized to analyze the research data. The demographic structure was determined through frequency analysis. Next, the distribution of the research data was assessed and the validity and reliability of the scales used were analyzed. Correlation analysis was then performed to determine the relationship between the variables. Process Macro (Model 4) was used to test the hypothesis.

4. Findings and Discussion

Table 1: Demographic Characteristics

Characteristics	Categories	n	%
Gender	Female	237	60,77
	Male	153	39,23
Marital Status	Married	245	62,82
	Single	124	31,79
	Other	21	5,38
Age	<26	74	18,97
	27-35	171	43,85
	36-45	117	30,00
	Over 46	28	7,18
Education Level	High school and below	109	27,95
	Associate degree	51	13,08
	Bachelor Degree	124	31,79
	Graduate	106	27,18
Profession	Doctor	94	24,10
	Nurse	140	35,90
	Patient care	28	7,18
	Secretary/Technician	51	13,08
	Other	77	19,74

Of the participants, 237 (60.77%) were female and 153 (39.23%) were male. Among the participants, 245 (62.82%) were married, 124 (31.79%) were single, and the marital status of 21 (5.38%) was other. In terms of age, 74 (18.97%) were under 36 years old, 171 (43.85%) were between 27-35 years old, 117 (30.00%) were between 36-45 years old, and 28 (7.18%) were 46 years old or older. Out of all the participants, 109 (27.95%) had a high school education or below, 51 (13.08%) had an associate degree, 124 (31.79%) had an undergraduate degree, and 106 (27.18%) had a postgraduate education. Furthermore, 94 (24.10%) participants were physicians, 140 (35.90%) were nurses, 28 (7.18%) were technicians, and 51 (13.08%) were secretaries. Finally, 77 (19.74%) participants belonged to other occupational groups.

The study used scales that were previously developed and underwent validity/reliability studies. To check their structural validity, the study employed Confirmatory Factor Analysis. (Sürücü et al., 2023). In the initial Confirmatory Factor Analysis (CFA), consistent with the recommendations provided by AMOS, covariances were established between specific pairs of statements to enhance model fit. Specifically, covariances were made between the second and fifth statements related to organizational communication, as well as between the eighth and eleventh statements in the same category. Additionally, covariances were established between the first and third statements concerning organizational commitment. These adjustments were made to improve the overall cohesiveness and validity of the model. After careful evaluation, it was determined that no statements needed to be omitted from the study, as all were deemed essential for the analysis.

The results of the Confirmatory Factor Analysis conducted in this study revealed that the organizational communication, organizational commitment, and job satisfaction scales have good fit indices.

Table 2: **Confirmatory Factor Analysis**

Variables	χ^2/df	GFI	AGFI	NFI	IFI	TLI	CFI	RMSEA
1.Organizational Communication	3,66	0,96	0,94	0,95	0,95	0,99	0,94	0,05
2.Organizational Commitment	2,892	0,96	0,93	0,95	0,95	0,97	0,98	0,06
3.Job satisfaction	3,145	0,98	0,97	0,96	0,96	0,96	0,97	0,04

Table 3: **Validity and Reliability**

Variables	Factor Loadings	Cronbach Alpha	CR	AVE
1.Organizational Communication	0,501-0,844	0,940	0,945	0,504
2.Organizational Commitment	0,625-0,811	0,870	0,875	0,503
3.Job Satisfaction	0,560-0,820	0,921	0,928	0,520

The fact that the correlation values between the variables are less than 0.85, and the square root value of the Average Explained Variance (AVE) (Table 3) is greater than the correlation value between the variables, confirms the discriminant validity of the scales (Kline, 2015; Sürücü, & Maslakçı, 2020; Sürücü et al., 2023). To confirm convergent validity, the composite validity (CR) value should be greater than the AVE value, and the AVE value should be greater than 0.50 (Hair et al., 2014). Examining the findings in Table 3, the AVE values are 0.504, 0.503, and 0.520, and the CR values are greater than the AVE values. These findings indicate that the scales meet the conditions for convergent validity.

To evaluate the reliability of the scales, Composite Reliability (CR) and Cronbach Alpha values were checked. The CR values are 0.945, 0.875, and 0.928, while the Cronbach Alpha values are 0.940, 0.870, and 0.921. These values, all of which are 0.7 or higher, support the reliability of the scales (Sürücü et al., 2023; Sürücü & Maslakçı, 2020; Hair et al., 2014).

After testing the validity and reliability of the scales, a correlation analysis was performed to determine the strength and direction of the relationship between the variables. To determine which values are taken into account in the correlation analysis, the data distribution was examined. Kurtosis and skewness values were checked in the data distribution. The analysis shows that these values are between -1.5 and +1.5, and the data have a normal distribution (Tabachnick & Fidell, 2013; Sürücü et al., 2023). The Pearson correlation coefficient was used to analyze the correlation, as the data showed a normal distribution. The results of the correlation analysis are presented in Table 3.

Table 4: **Correlation Analysis**

Variables	Mean	sd	1.	2.	3.
1.Organizational Communication	3,08	0,61	(0,710)		
2.Organizational Commitment	3,11	0,71	0,55**	(0,709)	
3.Job Satisfaction	3,28	0,77	0,66**	0,54**	(0,721)

Not: N=390, **p<0,05, (\sqrt{AVE})

Pearson correlations were calculated to reveal the relationships between the dependent and independent variables. When examining the findings in Table 3, it can be seen that organizational communication has a positive correlation with both organizational commitment ($r=0.55$; $p<0.05$) and job satisfaction ($r=0.66$; $p<0.05$). Additionally, the relationship between organizational commitment and job satisfaction is also positive ($r=0.54$; $p<0.05$).

Hayes (2013) Process Macro was used to test the effect of organizational communication on job satisfaction and the mediating role of organizational commitment in this effect. In analyses performed using Hayes (2013) SPSS Process Macro, it is recommended to use lower (LLCI) and upper (ULCI) confidence intervals instead of p values to determine the significance of the effect. According to Hayes (2013), the effect is significant if the lower and upper confidence intervals do not include zero.

The results of the analysis are presented in Table 5.

Table 5: Results of Analyses

Paths	Coefficient	SE	Bootstrap 95% CI
Organizational Communication → OC	0,333***	0,061	[0,1801; 0,3254]
Organizational Communication → JS	0,391***	0,054	[0,2483; 0,3698]
OC → JS	0,466***	0,056	[0,3527; 0,5159]
<i>Indirect effect of organizational communication on OC through the proposed mediator</i>			
Organizational Communication → OC → JS	0,142***	0,0358	[0,1120; 0,2248]

Not: **p < 0,05; OC: Organizational Commitment, JS: Job Satisfaction

SPSS Process Macro results (Table 5) revealed that organizational communication affected organizational commitment ($\beta = 0.333$, $p < 0.05$, [CI = 0.1801; 0.3254]) and job satisfaction ($\beta = 0.391$, $p < 0.05$, [CI = 0.2483; 0.3698]) is positive and significant. Additionally, the effect of organizational communication on organizational commitment is positive and significant ($\beta = 0.466$, $p < 0.05$, [CI = 0.3527; 0.5159]).

The indirect effect was checked to determine the mediating role of organizational commitment in the effect of organizational communication on job satisfaction. When Table 5 was examined, it was determined that the indirect effect was significant (the lower and upper confidence intervals do not include zero), and organizational commitment had a mediating role in the effect of organizational communication on job satisfaction ($\beta = 0.142$, $p < 0.05$, [CI = 0.1120; 0.2248]). These findings support Hypotheses 1, 2, 3 and 4.

5. Conclusion

Effective organizational communication relies on managers' ability to receive, communicate, and act accordingly (Ruck & Welch, 2012). Communication is vital for an organization to function effectively. This issue should be approached sensitively, especially for employees of health institutions, which are always dynamic and active. To achieve their goals in cooperation, employees in an organization must constantly exchange information, understand orders and tasks, share ideas, and establish effective communication. By creating strong internal communication systems, a healthcare institution can increase productivity, staff job satisfaction, loyalty, and ultimately the quality of patient care (Byrne & LeMay, 2006; Batch, 2012). In this context, the aim of the study is to reveal the effect of organizational communication quality on organizational commitment and job satisfaction in healthcare professionals.

The study's results empirically demonstrate that organizational communication has a positive and significant effect on organizational commitment. Therefore, hypothesis H1 (H1: Effective organizational communication has a positive impact on organizational commitment among healthcare professionals) has been supported. These findings corroborate the literature.

The study conducted by Yenen et al. (2014) was performed with employees working in various service sectors. According to its results, organizational communication style has a partial effect on organizational commitment. Similarly, the study conducted by Öksüz and Ulađlı (2021) revealed that organizational communication has a positive effect on organizational commitment. In their study, Çöllü and Summak (2010) stated that an effective communication process positively impacts the organizational commitment of employees. Taşlıyan and Hırlak (2014) investigated the effect of organizational communication on job satisfaction, organizational commitment, and organizational citizenship behavior. The study found significant relationships between organizational communication effectiveness and job satisfaction, organizational commitment, and organizational citizenship behavior.

The second assumption of the study, H2 (Effective organizational communication has a positive impact on job satisfaction among healthcare professionals), was also supported. The results of the analysis revealed that organizational communication has a positive and significant effect on job satisfaction. The study conducted by Liu et al. (2005) examined the effect of communication interactions among healthcare professionals in Taiwan on job satisfaction. The results of the study

revealed a strong relationship between communication satisfaction and job satisfaction. Based on the results of a study conducted by Jo and Shim (2005), supportive verbal communication can increase employees' perceptions and confidence in management's sincerity, thus motivating them to be more satisfied with their jobs.

The third assumption of the research, the H3 hypothesis (high levels of organizational commitment among healthcare professionals have a positive effect on their job satisfaction) was also supported. The H3 was supported by the results of the analysis, which revealed that organizational commitment has a positive and significant effect on job satisfaction. The results are consistent with the literature. Çelen et al. (2013) conducted a study on the effect of organizational commitment of health professionals working at Gülhane Military Medical Academy on job satisfaction. The study revealed that affective and normative commitment have a significant and positive effect on job satisfaction. Yang and Chang (2008) conducted a study on nurses to analyze the relationship between emotional labor, job satisfaction, and organizational commitment. The study results revealed that emotional labor is associated with job satisfaction and significant positive relationships were found between organizational commitment and job satisfaction. Similarly, Ingersoll et al. (2002) conducted a study on healthcare professionals in Europe and America, and their results revealed that organizational commitment positively affects job satisfaction.

The last assumption of the study, the H4 hypothesis (organizational commitment plays a mediating role in the effect of organizational communication on job satisfaction), was also supported as a result of the analyses. In line with these results, organizational commitment confirms that it is an expected and desired phenomenon that strongly affects both organizational behavior and management. High levels of organizational commitment of employees are possible with quality organizational communication and will also increase job satisfaction.

The study revealed important results that organizational communication has an impact on healthcare professionals' organizational commitment and job satisfaction. The findings indicate that an increase in organizational communication among healthcare professionals leads to higher levels of organizational commitment and job satisfaction.

The study results support the social exchange theory, which is based on the theory of social exchange, which talks about the benefits that individuals gain as a result of their positive contributions to the organization in their organizational relationships. In addition, the study expands the literature on social exchange theory, specifically for healthcare professionals, by addressing the variables of organizational communication, job satisfaction, and organizational commitment. Within the scope of the study, when healthcare professionals develop positive relationships in the organization, their commitment to the organization will increase and their satisfaction with their work will increase.

Establishing an effective communication environment among healthcare professionals is crucial to increasing their commitment to the organization. When healthcare professionals work in an environment where information flows regularly, openly, and clearly, their organizational commitment and motivation levels increase. This also leads to higher levels of trust and loyalty to the organization. Communication helps employees better understand the goals of the organization and enables them to work together to achieve common goals.

In addition, satisfaction levels increase when healthcare professionals communicate effectively with each other and with their managers. Good communication helps employees meet their emotional needs, feel supported, and ultimately leads to increased job satisfaction.

The study results emphasize the significance of organizational communication in the healthcare sector. Health institutions should devise policies and processes to encourage effective communication, arrange training programs to enhance communication skills, and take into account employee feedback. Furthermore, they should ensure continuous and open communication by

diversifying communication channels to boost motivation and job satisfaction among healthcare professionals. Although teamwork is essential for all organizations, it is also vital to healthcare professionals. In this context, it is thought that encouraging teamwork and creating compatible groups will increase the quality of healthcare services. In addition, job security and support systems should be designed to increase employees' organizational commitment and job satisfaction. In this way, employees who feel safe will be able to develop healthier processes in their communication with their teammates and superiors.

The study demonstrates that healthcare professionals' organizational communication has a positive effect on both organizational commitment and job satisfaction. By creating a favorable communication environment, health institutions can improve their services by increasing employees' commitment, motivation, and job satisfaction. The study has some limitations in terms of time and resources. Owing to the cross-sectional nature of this study, the ability to draw definitive conclusions about cause-and-effect relationships is constrained. This design captures a snapshot in time, which limits the potential to observe changes and trends over a longer period. Consequently, while the data collected can provide valuable insights into current conditions and correlations, it may not fully account for the dynamic nature of the factors being studied. Therefore, caution should be exercised when interpreting the findings, and further longitudinal research is recommended to validate the results and explore causal links more comprehensively. The second limitation of the study is the relatively small sample size and the fact that it focused exclusively on employees working in a state hospital. This focus introduces a potential bias, as there are notable differences between private and public hospitals, particularly in terms of job security and management practices. To address this limitation and enhance the robustness of the findings, future research should consider expanding the sample to include employees from private hospitals. Such an approach could yield valuable insights into how these institutional differences impact organizational commitment, thereby offering a more comprehensive understanding of the phenomenon. Additionally, examining the quality of organizational communication with regard to workplace stressors (such as surface acting and workload) will expand the important literature on organizational behavior.

References

- Abebe, A., and Assemie, A. (2023). Quality of Work Life and Organizational Commitment of the Academic Staff In Ethiopian Universities. *Heliyon*, 9(4), 1-20.
- Amos, M., Hu, J., and Herrick, C. (2005). The Impact of Team Building on Communication and Job Satisfaction of Nursing Staff. *Journal For Nurses In Staff Development*, 21(1), 10-16.
- Argenti, P. A. (1996). Corporate Communication as a Discipline: Toward a Definition. *Management Communication Quarterly*, 10(1), 73-97.
- Arnold, J., and Feldman, C. (1986). *Organizational Behaviour*. New York: Mcgraw, Hill International Edition Management Series.
- Aziz, A., and Dicle, Ü. (2017). *Örgütsel İletişim*. Hiperlink Yayınları.
- Bal, M. D., and Eren, H. (2015). Hemşirelikte Örgütsel Bağlılık. *Sağlık ve Hemşirelik Yönetimi Dergisi*, 1(2), 44-50.
- Baltacı, A., Tiyek, R., and Burgazoğlu, H. (2016). Örgütsel Bağlılık, Çalışan Performansı ve Motivasyon Faktörleri ile Örgütsel İletişim Arasındaki İlişkinin Sosyal Hizmet İşletmeleri Açısından İncelenmesi. *Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi*, 18(1), 49-77.
- Başol, O., and Çömlekçi, M. F. (2020). İş Tatmini Ölçeğinin Uyarlanması: Geçerlik ve Güvenirlik Çalışması. *Kırklareli Üniversitesi Sosyal Bilimler Meslek Yüksekokulu Dergisi*, 1(2), 17-31.
- Batch, M. P. (2012). *Communication and The Casualisation of Nursing: A Critical Ethnography*. Queensland University of Technology.

- Becker, T. E., Billings, R. S., Eveleth, D. M., and Gilbert, N. L. (1996). Foci and Bases of Employee Commitment: Implications for Job Performance. *Academy Of Management Journal*, 39(2), 464-482.
- Bektaşoğlu, A., and Şengün, H. (2020). Sağlık Sektöründe Örgütsel İletişimin Örgütsel Bağlılık Üzerine Etkilerini Belirlemeye Yönelik Bir Araştırma. *Aydın Sağlık Dergisi*. 6(2), 155-182.
- Bentein, K., Vandenberg, R., Vandenberghe, C., and Stilghamber, L. (2005). The Role of Change in the Relationship Between Commitment and Turnover: A Latent Growth Modeling Approach. *Journal Of Applied Psychology*, 90(3), 468-482.
- Blegen, M., and Mueller, C. (1987). Nurses' Job Satisfaction: A Longitudinal Analysis. *Resnurs Health*, 10(4), 227-237.
- Brayfield, A. H., and Rothe, H. F. (1951). An Index of Job Satisfaction. *Journal of Applied Psychology*, 35(5), 307.
- Bright, O. A., (2021). The Role Of Communication in Enhancing Employees' Organizational Commitment. *International Journal of Advanced Research*, 9 (8), 1109-1124.
- Byrne , Z. S., and LeMay, E. (2006). Different Media for Organizational Communication: Perceptions of Quality and Satisfaction, *Journal of Business and Psychology*, 21(2), 149-73.
- Cao, Y., Liu, J., Liu, K., Yang, M., and Liu, Y. (2019). The Mediating Role of Organizational Commitment Between Calling and Work Engagement of Nurses: A Cross-Sectional Study. *International Journal of Nursing Sciences*, 6(3), 309-314.
- Chang, C. S. (2014). Moderating Effects of Nurses' Organizational Support on the Relationship Between Job Satisfaction and Organizational Commitment. *Western Journal of Nursing Research*, 36(4), 1-22.
- Cheney, G., Page, D. J., and Zorn, E. (2000). Nuts About Change: Multiple Perspectives on Change-Oriented Communication in a Public Sector Organization. *Management Communication Quarterly*, 13(4), 515-566.
- Cicolini, G., Comparcini, D., and Simonetti, V. (2014). Workplace Empowerment and Nurses' Job Satisfaction: A Systematic Literature Review. *Journal of Nursing Management*, 22(7), 855-871.
- Clough, D. B. (1987). *Managing Conflict With Effective Communication Skills*. ERIC Document Reproduced Service ED 322 591.
- Cohen, A. (1993). Organizational Commitment and Turnover: A Meta-Analysis . *Academy of Management Journal*, 36(5), 1140-1157.
- Cropanzao, R., and Mitchell, M. S. (2005). Social Exchange Theory: an Interdisciplinary Review. *J. Manag.* 31, 874-900. doi: 10.1177/0149206305279602
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social Exchange Theory: A Critical Review With Theoretical Remedies. *Academy of management annals*, 11(1), 479-516. Based on the views stated above, the following hypothesis was developed.
- Çalışkan, A., & Hazır, K. (2012). Psikolojik Güçlendirmenin İş Tatminine Etkisinde Örgütsel Bağlılığın Aracılık Rolü. *Çağ Üniversitesi Sosyal Bilimler Dergisi*, 9(2), 48-76.
- Çelen, Ö., Teke, A., and Cihangiroğlu , N. (2013). Örgütsel Bağlılığın İş Tatmini Üzerine Etkisi: Gülhane Askeri Tıp Fakültesi Eğitim Hastanesinde Bir Araştırma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 18(3), 399-410.

- Çöllü, E. F., and Summak, M. E. (2010). Örgütsel İletişimin Örgütsel Bağlılığa Etkisi: Konya'da Bulunan Mali Müşavir Çalışanları Üzerine Bir Araştırma. *Selçuk Üniversitesi Sosyal Bilimler Meslek Yüksekokulu Dergisi*, 13(1), 273-288.
- Downs, C. W., and Hazen, M. D. (1977). A Factor Analytic Study of Communication Satisfaction. *Journal of Business Communication*, 14(3), 63-73.
- Durak, İ., and Serinkan, C. (2007). Hemşirelerde İş Tatmini: Denizli Devlet Hastanesi Yoğun Bakım Ünitelerinde Bir Araştırma. *Karamanoğlu Mehmet Bey Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 13, 119-135.
- Eisenblatt, S. (2002). *The Straight Road to Happiness: A Personal Guide to Enable Us to Overcome Tendencies Which Block Our Natural Flow of Happiness and to Explore New Horizons of Inner Joy*. Feldheim.
- Ekinci, K. (2006). *Örgütsel İletişim ve Örgütsel Bağlılık Arasındaki İlişki*. Erzurum: Atatürk Üniversitesi / Sosyal Bilimler Enstitüsü.
- Fisher, W., and Koue, G. (1991). Conflict Management. *Library Administration and Management*, 5(3), 145-150.
- Foa, U. G., & Foa, E. B. (1974). *Societal Structures of the Mind*. Charles C. Thomas.
- Gassas, R., and Salem, O. (2022). Nurses' Professional Values and Organizational Commitment. *Journal of Taibah University Medical Sciences*, 18(1), 19-25.
- Gibson, J., and Hodgetts, R. (1986). *Organizational Communication: A Managerial Perspective*. Orlando: Academic Press.
- Goodman, M. B. (2010). Introduction to the Special Issue, Corporate Communication: The way forward, on the occasion of CCI-Corporate Communication International's 10th Anniversary. *Corporate Communications An International Journal*, 15(2), 133-142.
- Gregory, D. M., Way, C. Y., Lefort, S., and Barrett, B. (2007). Predictors of Registered Nurses' Organizational Commitment and Intent to Stay. *Health Care Management Review*, 32(2), 119-127.
- Haas, J. L. (1999). *A Comparison of Perceptions of Organizational Communication Climate and Organizational Communication Conflict Between Principals of Career/Technical Centers And Principals of Feeder High Schools*. United States: Wayne State University.
- Hair, J. F., Black, C. W., Babin, J. B., and Anderson. (2014). *Multivariate Data Analysis* (7th Ed B.). Pearson Education Limited, Pearson New International Edition.
- Hamid, S., & Yahya, K. (2011). Relationship Between Person-Job Fit and Person-Organization Fit on Employees' Work Engagement: A Study Among Engineers in Semiconductor Companies in Malaysia. *International Journal of Finance and Management*, 1(3), 185-199.
- Haque, A. T., Uddin, M. A., Easmin, R., & Sohel, S. M. (2019). Job Satisfaction and Citizenship Behavior: A mediating Effect of Organizational Commitment. *Organizacija*, 52(3), 236-249.
- Hassoy, D., and Özvürmaz, S. (2019). Bir Devlet Hastanesindeki Sağlık Çalışanlarının İş Doyumu ve Etkileyen Faktörler. *Hemşirelik Bilimi Dergisi*, 2(3), 27-32.
- Hayes, A. F. (2013). Multilevel Mediation Analysis. In *Workshop Presented at the Annual Meeting of The Association For Psychological Science*.
- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The Mediating Role of Quality of Work Life and Organizational Commitment in the Link Between Transformational Leadership and Organizational Citizenship Behavior. *Heliyon*, 10(6).

- Hinshaw, A. S., Smeltzer, C. H., and Atwood, J. R. (1987). Innovative Retention Strategies for Nursing Staff. *Journal of Nursing Administration*, 17(6), 8-16.
- Hoş, C., and Oksay, A. (2015). Hemşirelerde Örgütsel Bağlılık ve İş Tatminin İlişkisi. *Süleyman Demirel Üniversitesi İİBF Dergisi*, 20(4), 1-24.
- Hoy, W., and Miskel, C. (1996). *Educational Administration: Theory. Research, Practice*. New York: Mcgraw-Hill.
- Huseman, R. C., Hatfield, J. D., Boulton, W. R., and Gatewood, R. D. (1980). Development of a Conceptual Framework for Analyzing the Communication-Performance Relationship. in Academy of Management Proceedings. *Briarc*, 1980(1), 178-182.
- İnce, M., and Gül, H. (2005). *Yönetimde Yeni Bir Paradigma: Örgütsel Bağlılık*. Çizgi Kitabevi.
- Ingersoll, G. L., Olsan, T., Drew-Cates, J., DeVinney, B. C., and Davies, J. (2002). Nurses' Job Satisfaction, Organizational Commitment, and Career İntent. *JONA: The Journal of Nursing Administration*, 32(5), 250-263.
- Jaworski, B. J., and Kohli, A. K. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(3), 53-70.
- Jo, S., and Shim, S. W. (2005). Paradigm Shift of Employee Communication: The Effect of Management Communication on Trusting Relationships. *Public Relations Review*, 31(2), 277-280.
- Judge, T. A., Locke, E. A., Durham, C. C., and Kluge. (1998). Dispositional Effects on Job And Life Satisfaction: The Role of Core Evaluations. *Journal of Applied Psychology*, 83(1), 17.
- Kaliski, B. S. (2007). *Encyclopedia of Business and Finance* (Second Edition, B.). Thompson Gale.
- Karakaş, M. (2014). *Sağlık Çalışanlarında Örgütsel Bağlılık (Diyarbakır Gazi Yaşargil Eğitim ve Araştırma Hastanesi Örneği)*. [Yayımlanmış Yüksek Lisans Tezi] Beykent Üniversitesi SBE.
- Karakaya, Ö. (2020). *Sağlık Kurumlarında Örgütsel İletişimin Çalışanların Aidiyet Duygusuna Etkisi*. [Yayımlanmış Yüksek Lisans Tezi] Yeniüzyıl Üniversitesi SBE.
- Karcioğlu, F., Timuroğlu, K., and Çınar, O. (2009). Örgütsel İletişim ve İş Tatmini İlişkisi - Bir Uygulama. *İstanbul Üniversitesi Yönetim Dergisi*, 20(63), 59-76.
- Kim, Y. H., Shin, S. I., Kim, H. K., Jun, M., and Wreen, M. (2023). Advanced Practice Nurses' Organization Commitment: Impact of Job Environment, Job Satisfaction, and Person-Organization Fit. *Asian Nursing Research*, 17(2), 91-101.
- Kline, R. B. (2015). *Principles And Practice of Structural Equation Modeling* (4th Ed. B.). Guilford Publications.
- Liu, C. M., Chien, C. W., Chou, P., Liu, J. H., Chen, V. T., Wei, J., Lang, H. C. (2005). An Analysis of Job Satisfaction Among Physician Assistants in Taiwan,. *Health Policy*, 73(1), 66-77.
- Locke, E., and Dunnette, M. (1976). *The Nature and Causes of Job Satisfaction*. The Handbook of Industrial and Organizational Psychology.
- Luthans, F. (1995). *Organizational Behavior*. Mcgraw-Hill .
- Marques, J. F. (2010). Enhancing the Quality of Organizational Communication a Presentation of Reflection-Based Criteria. *Journal of Communication Management*, 14(1), 47-58.
- McShane, S. (2004). *Canadian Organizational Behavior*, (5th Ed. B.). Mcgraw-Hill Ryerson.

- Memon, M., Salleh, R., Baharom, M., & Harun, H. (2014). Person-Organization Fit and Turnover Intention: The Mediating Role of Employee Engagement. *Global Business & Management Research*, 6(3), 205-209.
- Meyer, J. P., and Allen, N. J. (1984). Testing The "Side-Bet Theory" of Organizational Commitment: Some Methodological Considerations. *Journal of Applied Psychology*, 69(3), 372-378.
- Miles, E. W., Patrick, S. L., and King Jr, W. C. (1996). Job Level as a Systemic Variable in Predicting the Relationship Between Supervisory Communication and Job Satisfaction. *Journal of Occupational and Organizational Psychology*, 69(3), 277-292.
- Mullins, L. J. (1996). *Management and Organizational Behaviour* (Fourth Ed. B.). Pitmon Publishing,
- Myers, G. E., and Myers, M. T. (1976). *The Dynamics of Human Communication: A Laboratory Approach*. New York: Mcgraw-Hill.
- Noesgaard, M. S., and Jørgensen, F. (2023). Building Organizational Commitment Through Cognitive and Relational Job Crafting. *European Management Journal*.
- O'Reilly, C. A. (1989). Corporations, Culture, and Commitment: Motivation and Social Control in Organizations. *California Management Review*, 31(4), 9-25.
- Oliver, R. (1981). Measurement and Evaluation of Satisfaction Processes in Retail Settings. *J Retailing*, 57(3), 25-48.
- Öcel, H. (2013). Örgüt Kimliğinin Gücü, Algılanan Örgütsel Prestij ve Kişi-Örgüt Uyumu İle Bağlamsal Performans Arasındaki İlişkiler: Örgütsel Bağlılığın Aracı Rolü. *Türk Psikoloji Dergisi*, 28(71), 37-53.
- Öksüz, E., and Ulağlı, S. (2021). Örgüt İçi İletişimin Örgütsel Bağlılığa Etkisi: Türkiye'deki Bankacılık Sektörü Üzerinde Bir Araştırma. *Troyacademy*, 6(1), 311-330.
- Özkalp, E., & Meydan, B. (2014). Schaufeli ve Bakker Tarafından Geliştirilmiş Olan İşe Angaje Olma Ölçeğinin Türkçe'de Güvenilirlik ve Geçerliliğinin Analizi. 2. Örgütsel Davranış Kongresi (S. 867-880). Kayseri: Doğuş Ofset.
- Özpehlivan, M. (2019). İş Tatmini: Kavramsal Gelişimi, Bireysel ve Örgütsel Etkileri, Yararları ve Sonuçları. *Kırklareli Üniversitesi Sosyal Bilimler Dergisi*, 2(2), 43-70.
- Porter, L. W., Steers, R. M., Mowday, R. T., and Boulian, P. B. (1974). Organizational Commitment, Job Satisfaction and Turnover Among Psychiatric Technicians. *Journal of Applied Psychology*, 59(5), 603-609.
- Rajhans, K. (2009). Effective Organizational Communication: A Key to Employee Motivation and Performance. *National Institute of Construction Management & Research*, 2(2), 145-149.
- Ruck, K., and Welch, M. (2012). Valuing internal Communication; Management and Employee Perspectives. *Public Relations Review*, 38(2), 294-302.
- Saylan, E. (2019). *Örgütsel Bağlılık İle İş Doyumu Arasındaki İlişki: Elazığ İl Özel İdaresi Örneği*. [Yayımlanmış Yüksek Lisans Tezi] Fırat Üniversitesi
- Sökmen, A., Kenek, G., and Uğraş, E. (2019). Etik Liderlik ve Üretkenlik Karşıtı İş Davranışı İlişkisi: Örgütsel Bağlılığın Aracı Rolü. *Third Sector Social Economic Review*, 54(4), 1568- 1583.
- Steers, R. M. (1977). Antecedents and Outcomes of Organizational Commitment. *Administrative Science Quarterly*, 22(3), 46-56.
- Sürücü, L., and Maslakçı, A. (2020). Validity And Reliability in Quantitative Research. *Business & Management Studies: An International Journal*, 8(3), 2694-2726.

- Sürücü, L., Şeşen, H., and Maslakçı, A. (2023). *Regression, Mediation/ Moderation, and Structural Equation Modeling With SPSS, AMOS, And PROCESS Macro*. Livre De Lyon.
- Şeşen, H. (2010). *Öncülleri ve Sonuçları İle Örgüt İçi Girişimcilik: Türk Savunma Sanayinde Bir Araştırma*, [Yayımlanmamış Doktora Tezi] Kara Harp Okulu Savunma Bilimleri Enstitüsü.
- Tabachnick, B. G., and Fidell, L. S. (2013). *Using Multivariate Statistics* (6th Ed. B.). Boston: Allyn and Bacon.
- Tanrıverdi, H., Adıgüzel, O., and Çiftçi, M. (2010). Sağlık Yöneticilerine Ait İletişim Becerilerinin Çalışan Performansına Etkileri: Kamu Hastanesi Örneği. *SDÜ Sosyal Bilimler Enstitüsü Dergisi*, 11(1), 101-122.
- Taşlıyan, M., and Hırlak, B. (2014). Örgütsel İletişim Etkinliği ile İş Tatmini, Örgütsel Bağlılık, Örgütsel Vatandaşlık Davranışı Arasındaki İlişkilerin Araştırılması: Akademik Örgütler için Bir Alan Araştırması. *Ekonomi Ve Yönetim Araştırmaları Dergisi*, 3(2), 5-36.
- Timalsina, R., Kc, S., Rai, N., and Chhantyal, A. (2018). Predictors of Organizational Commitment Among University Nursing Faculty of Kathmandu Valley Nepal. *BMC Nurs*, 17(1), 1-8.
- Van Riel, C. B. (1992). Corporate Communication in European Financial Institutions. *Public Relations Review*, 18(2), 161-175.
- Vroom, V. H. (1964). *Work and Motivation*. John Wiley and Sons.
- Vural, B. A. (2003). *Kurum Kültürü*. İstanbul: İletişim Yayınları.
- Wheless, L., and Reichel, L. (1990). A Reinforcement Model of the Relationships of Supervisors' General Communication Styles and Conflict Management Styles to Task Attraction. *Communication Quarterly*, 38(4), 372-387.
- Wiener, Y. (1982). Commitment and Organizations: A Normative View. *Academy of Management Review*, 7(3), 418-428.
- Yang, F. H., and Chang, C. C. (2008). Emotional Labour, Job Satisfaction and Organizational Commitment Amongst Clinical Nurses: A Questionnaire Survey. *International Journal of Nursing Studies*, 45(6), 879-887.
- Yenen, V. Z., Öztürk, M. H., and Kaya, Ç. (2014). The Effects of Organizational Communication on Organizational Commitment and An Application. *Australian Journal of Business and Management Research*, 4(3), 9-23.
- Yüksel, İ. (2005). İletişimin İş Tatmini Üzerindeki Etkileri: Bir İşletmede Yapılan Görgül Çalışma. *Doğuş Üniversitesi Dergisi*, 6(2), 291-306.