

**THE INTERACTIVE EFFECT OF COMMUNICATION SATISFACTION  
AND CULTURAL DIMENSIONS ON ORGANIZATIONAL  
COMMITMENT: A CASE OF FOUR UNIVERSITIES IN YEMEN**

**MURAD MOHAMMED ABDULLAH AL-NESHMI**

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## ABSTRAK

Kajian ini mengkaji kesan interaktif daripada kepuasan komunikasi dan dimensi budaya terhadap komitmen organisasi. Selain itu, kajian ini turut mengenal pasti kesan penyederhanaan budaya bangsa terhadap perkaitan kepuasan komunikasi – komitmen organisasi. Untuk mencapai objektif kajian, data kuantitatif dikumpul daripada staf akademik yang berkerja di empat (4) buah universiti di Yaman. Pensampelan rawak terstrata digunakan dalam pemilihan sampel dan sejumlah 362 orang staf akademik terlibat dalam kajian ini dengan mengisi dan mengembalikan borang soal selidik yang diagihkan kepada mereka. Para peserta kajian terdiri daripada mereka yang datang dari lima (5) kerakyatan yang berbeza, iaitu Mesir, Iraq, India, Malaysia, dan Yaman. Analisis statistik yang digunakan untuk menganalisis data kajian merangkumi statistik deskriptif, ANOVA, korelasi Pearson, regresi berganda, dan regresi berganda hierarki. Dapatkan kajian menunjukkan bahawa tahap kepuasan terhadap amalan komunikasi dalam kalangan staf akademik adalah daripada rendah hingga sederhana. Komitmen terhadap organisasi dalam kalangan staf akademik adalah pada tahap sederhana. Dapatkan juga menunjukkan bahawa terdapat banyak perbezaan yang signifikan di antara staf akademik Yaman dan staf akademik bukan rakyat Yaman dari segi tahap kepuasan komunikasi berhubung dengan sembilan (9) dimensi kepuasan komunikasi. Keputusan analisis korelasi menunjukkan perkaitan bivariat positif yang signifikan di antara dimensi kepuasan komunikasi dengan tiga (3) dimensi komitmen organisasi. Analisis regresi berganda pula menunjukkan bahawa perspektif organisasi; maklum balas staf / personel; kualiti media; dan komunikasi pengurusan atasan adalah dimensi kepuasan komunikasi yang banyak memberi ramalan tentang komitmen yang paling efektif. Sementara itu, kualiti media merupakan satu-satunya dimensi yang boleh meramal kedua-dua komunikasi selanjar dan normatif. Keputusan regresi berganda hierarki menunjukkan bahawa dimensi budaya negara menyederhanakan perkaitan di antara dimensi kepuasan komunikasi dan dimensi komitmen organisasi. Kajian menunjukkan bahawa perkaitan di antara komitmen organisasi dengan kepuasan komunikasi yang secara signifikannya positif adalah terkesan atau dipengaruhi oleh budaya bangsa. Dapatkan kajian ini memberikan suatu ilmu berguna kepada pihak universiti dan organisasi yang mempunyai pekerja yang terdiri daripada pelbagai bangsa. Di samping itu, dapatkan ini juga diharapkan dapat memandu pihak universiti berkenaan untuk memahami signifikan dan kepentingan kepuasan komunikasi kepada staf mereka agar mereka lebih komited dalam melaksanakan pekerjaan. Dapatkan ini juga membantu pihak pengurusan universiti berkenaan membangunkan strategi untuk menilai tahap kepuasan komunikasi dalam kalangan staf, dalam usaha menyediakan suatu persekitaran akademik yang sihat bagi mencapai natijah atau hasil yang berkualiti tinggi.

**Katakunci:** kepuasan komunikasi, komitmen organisasi, kebudayaan kebangsaan, Yaman

## ABSTRACT

This study investigates the interactive effect of communication satisfaction and cultural dimensions on organizational commitment. The study also aims at identifying the moderating effects of national culture on the communication satisfaction-organizational commitment relationship. To achieve the objectives of the study, quantitative data were collected from academic staff working in four universities in Yemen. Stratified random sampling was employed in the sample selection and a total of 362 academic staff participated in a survey by returning the study questionnaire distributed to them. The study participants were from five different nationalities i.e. Egyptians, Iraqis, Indians, Malaysians, and Yemenis. Statistical analysis used for analyzing the data of the study included descriptive statistics, ANOVA, Pearson Correlation, Multiple Regression, and hierarchical multiple regression. The findings of the study indicated that the academic staff's level of satisfaction with communication practices has ranged from low to moderate. The academic staff's organizational commitment was also moderate. The findings also showed many significant differences between Yemeni and non-Yemeni academic staff in the level of communication satisfaction with regard to the nine dimensions of communication satisfaction. Results of correlation analysis indicated significant positive bivariate relationships between communication satisfaction dimensions and the three dimensions of organizational commitment. The multiple regression analysis showed that organizational perspective; personal feedback; media quality; and top management communication are the communication satisfaction dimensions that very much predict the affective commitment, while media quality was the only dimension that predicts both continuance and normative commitment. The results of the hierarchical multiple regressions indicated that national culture dimensions moderate the relationship between communication satisfaction dimensions and organizational commitment dimensions. The study has indicated that the relationship between organizational commitment and communication satisfaction which is significantly positive is affected by national culture. The findings of this study provide a valuable knowledge to universities and organizations which have multinational staff working in them and guide these universities to understand the significance and the importance of communication satisfaction for their staff to be highly committed in order to perform well. The findings also help the management of these universities to develop strategies for elevating their staff's communication satisfaction level in order to provide a healthy academic environment and to reach a high-quality outcome.

**Keywords:** communication satisfaction, organizational commitment, national culture, Yemen

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## LIST OF ABBREVIATIONS

<b>CS</b>	Communication Satisfaction
<b>CSQ</b>	Communication Satisfaction Questionnaire
<b>IDV</b>	Individualism
<b>LTO</b>	Long- vs. Short-Term Orientation
<b>MAS</b>	Masculinity
<b>MHESR</b>	Ministry of Higher Education and Scientific Research
<b>NC</b>	National Culture
<b>OC</b>	Organizational Commitment
<b>PDI</b>	Power Distance
<b>UAI</b>	Uncertainty Avoidance
<b>VSM</b>	Value Survey Module

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

This chapter introduces the background of this study under section 1.2, followed by the problem statement in section 1.3. Research questions covered in section 1.4 and research objectives are then presented under section 1.5. Section 1.6 discusses the significance of the study. The last section illustrates the organization of the thesis.

#### 1.2 Background of Research Problem

Universities are considered as important organizations which include within them a big number of academic and administrative staff. These academic institutions play an important role in the development of any nation in the world (Gizir & Simsek, 2005). As such, the Yemeni government tries its best to pay greater attention to the universities on which development of the country is dependent (MHESR, 2007).

Since Yemen is considered as one of the under-developed countries, Higher Education in Yemen is still very young. It began with the establishment of the first university, Sana'a University, in 1970 and then Aden University has been founded a little later in 1975. In the 1990s, there was rapid expansion of higher education: six new universities were established in 1994 and eleven in 1996. Presently, there are a total of twenty universities seven of them are public universities and the other thirteen are private ones which offer diverse courses of studies. Further, there are a number of two colleges and several postsecondary specialized education institutes (Supreme Council of

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