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AN EXAMINATION OF THE RELATIONSHIP BETWEEN ORGANISATIONAL
COMMITMENT AND COMMUNICATION CLIMATE IN TWO
ORGANISATIONS EXPERIENCING CHANGE.



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ABSTRACT

This study investigated the relationship between organisational commitment and communication climate in two organisations experiencing change. Emphasis was placed on personal qualities of leaders and included a discussion on trust, honesty and openness, and the impact of the leader's personal qualities on each organisation's communication climate.

Methodologies used were both qualitative and quantitative. Research settings were the Eastern Institute of Technology, Napier, and the New Zealand Fire Service - Napier and Hastings Stations. Eighty-seven respondents participated in the study. Both organisations were experiencing change which added another dimension to the study. Data collection techniques included a questionnaire survey and structured interviews. For the questionnaire survey, a selection of questions from sources which included Mowday, Porter and Steers (1979) Organisational Commitment Questionnaire and Dennis, Goldhaber, Richetto and Wiio (1979, 1984) communication climate questionnaire were used in conjunction with newly formulated questions.

Communication climate is one of the many factors that impact on organisational commitment. In this study, it is isolated from other antecedents and correlates of organisational commitment.

Results indicated that there is a relationship between organisational commitment and communication climate. Commitment to the organisation tended to be low when the climate exhibited characteristics of a defensive communication climate. When supportive characteristics were evident, organisational commitment tended to be higher. However, due to the nature of the work, when the climate was not as supportive, commitment to the clients of the organisation remained high.

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