Exploring a relationship between organisational communication and job satisfaction. A study of internal communication within Irish-owned pharmaceutical contract packaging company.

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DECLARATION

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of a Bachelor of Arts in Human Resource Management is entirely my own work and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work.

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ABSTRACT

There is an imbalance existing between the perceived importance of communication, communication channels, and the actual attention and resources given toward it. Communication is rarely recognised as a required principal competency. Therefore, the paradox exists, because, although, increasing awareness about the importance of communication can be observed in the organisations, the knowledge relating to communication has been rarely translated into practice (Kalla 2005). The most common mistake made by managers is that they often forget that message sent does not equal message received (Hargie & Tourish 2009). Thus, there has been an enormous growth of interest in the field of organisational communication that attracts the academic interest.

This dissertation reviews the literature on communication in a workplace and incorporates theories applied in the field of Business and Cultural Studies alike. The author presents the study of the relationship between organisational communication and job satisfaction in multicultural, Irish-owned pharmaceutical contract packaging company. The research conducted in the production and office departments describes and analyses the similarities and differences between responses given by both groups of employees in terms of perceptions relating to internal communication within the organisation. Additionally, the researcher presents her observations made during the appointment organised in the company, and her own organisational communication related experience gained in the Irish company of similar profile. Therefore, the paper aims at exploring whether the positive relationship between organisational communication and job satisfaction within a given company exists. It also describes the quality of organisational communication in the organisation.

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CHAPTER I

Introduction

As the title of dissertation suggests, the aim of this paper is to explore the relationship between organisational communication and job satisfaction within a multicultural, Irish-owned company.

The research will be carried out in the multicultural company employing Irish, Polish, Lithuanian, Romanian, and Indian employees. The company was established in 1991. Since then is continuously growing. Plant in Navan constituted the premises of the organisation at the start. Nowadays the company possesses three plants located in Drogheda, Navan and City North. It is the outsourcing company specialising in pharmaceutical packaging, storage and distribution. According to company's website, the organisation is the outsource partner to some of the biggest pharmaceutical manufacturers in Ireland and throughout the Euro zone. It provides the following, amongst other outsourced services: Blister Packaging, Tub Filling, Re-dressing/ Hand Assembly and Storage and Procurement. The key department to the company's operations is the production department with employees of different cultural backgrounds.

This paper aims at throwing light on the aspects, which contribute to the understanding of the complexities of internal communication in work organisations. The purpose of the research is to find out whether the relationship between the quality of organisational communication and the level of job satisfaction exists. The study also describes and analyses the communication issues occurring within a given company.

The main purpose of the second chapter is the description of phenomenon such as communication, related theories and established communication models applied is social and business fields. The theories and notions deployed for the purpose of the research are as follows: Shannon and Weaver's Model of Communication, Gerbner's Model, Newcomb's Minimal ABX system, Peirce's Elements of Meaning, Saussure's Elements of Meaning, the key elements of effective communication, barriers and blockages in communication, aspects of communication, communication channels, intercultural communication, and job satisfaction. The paper explores also the recognised research on relationship between communication and job satisfaction, internal communication effectiveness and its impact on bottom-line results, the relationship between communication, organisational climate and job satisfaction, relationship between communication, productivity and job performance.

Third chapter aims at introducing the Research Methodology. The author has decided to use the Communication Satisfaction Questionnaire designed by Downs and Hazen (1977). As a part of the research, the observations that will be made on the organisation's premises during the day of interviews/consultations are to be included. The researcher is currently working within the healthcare sector, in the company of similar profile. Therefore, the observations from her workplace and the communication related experience will be also presented.

The purpose of chapter four is to present the research results, analysis of the findings and researcher's observations and organisational communication experience. Finally, chapter five presents the conclusions of the research

CHAPTER 2

Literature Review

2.1. Communication as a concept. Selected theories.

Behavioural perspective defines *communication* as 'a symbolic process in which individuals act to exchange perceptions and ultimately to build a knowledge bank for themselves and for others, for the purpose of shaping future actions' (Bratton, Callinan, Forshaw & Sawchuk, 2007).

The exchange of information is the prerequisite for formal work organisations. However, communication in the workplace is more complex process than just the information disclosure (Bratton, et al. 2007).

Fiske (2011) describes communication as 'one of those human activities that everyone recognises but few can define satisfactory'. There is no agreement about the nature of communication studies. The lack of consensus can be presumably associated with the existence of two main schools in the study of communication. The first one perceives communication as 'the transmission of messages', the second one is concerned with communication as 'the production and exchange of meanings' (Fiske 2011).

2.2. 'Process' school

According to the perspective of the 'process' school, communication is concerned with how senders and receivers encode and decode, how transmitters use the channels and media of communication. It examines communication for efficiency and accuracy.

Communication is perceived as a process in which one person affects the behaviour or state of mind of another. From this perspective, communication failure occurs when the effect is different or smaller from the intended one. When such circumstances appear, the stages of communication are carefully investigated in order to find out where the failure occurred. The school makes use of the social sciences, psychology, and sociology. The *acts of communication* are of its main interest (Fiske 2011).

2.2.1. Shannon and Weaver's Model (1949)

Shannon and Weaver's *Mathematical Theory of Communication* is crucial as it contributed undoubtedly to the development of Communication Studies. The theory is the example of process school that perceives communication as the transmission of messages (Fiske 2011). The model defines communication as a simple linear process:
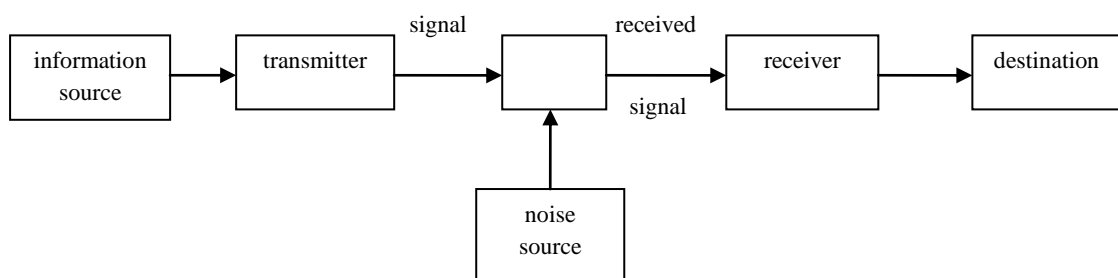
Fig.1. Shannon and Weaver's model of communication (adapted from Fiske 2011)

The authors of the model identify three levels of problems that can occur in the process of communication. These are technical problems (how accurately can the symbols of communication be transmitted?), semantic problems (how precisely do the transmitted

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symbols convey the desired meaning?), and effectiveness problems (how effectively does the received meaning affect conduct in the desired way?). These levels are interrelated and interdependent. The study of communication at each and at all of these levels facilitates the improvement of the accuracy and efficiency of the process (Fiske 2011).

The source is the decision maker that decides which message to send or selects one of the possible messages. Then, the message is changed by the transmitter (e.g. mouth, telephone handset) into a signal (e.g. sound waves, electrical current in the wire) which is sent through the channel (e.g. air, wire) to the receiver (e.g. ear, telephone handset). Some parts of the model can operate more than once (Fiske 2011).

Anything that can be added to the signal between its transmission and reception and is not intended by the source is called noise. The noise can occur as the result of technical problems (e.g. crackling in a telephone wire, 'snow' on a television screen, thoughts more interesting than lecturer's words, uncomfortable chair). It also can also occur as a consequence of semantic problems. Such noise is any distortion of meaning that is not intended by the source and which affects the reception of the message at its destination. Despite the origin of noise (channel, audience, sender or message itself), it always confuses the intention of the sender and limits the amount of desired information that is sent (Fiske 2011).

2.2.2. Gerbner's Model (1956)

Gerbner's model of communication resembles the model of Shannon and Weaver. It is more complex but still takes their linear process model as the base. It presents the attempt to develop a general-purpose model of communication. The model perceives the process as

built of two alternating dimensions- the perceptual (receptive) and the communicating (means and control dimension) (Fiske 2011).

M

E (event)

selection
context
availability

E$_1$
(percept)

means and control
(or communicating)
dimension

access to channels

media control

perceptual dimension

S
form

E
content

selection
context
availability

M$_1$

SE$_1$
Percept of
statement
about event
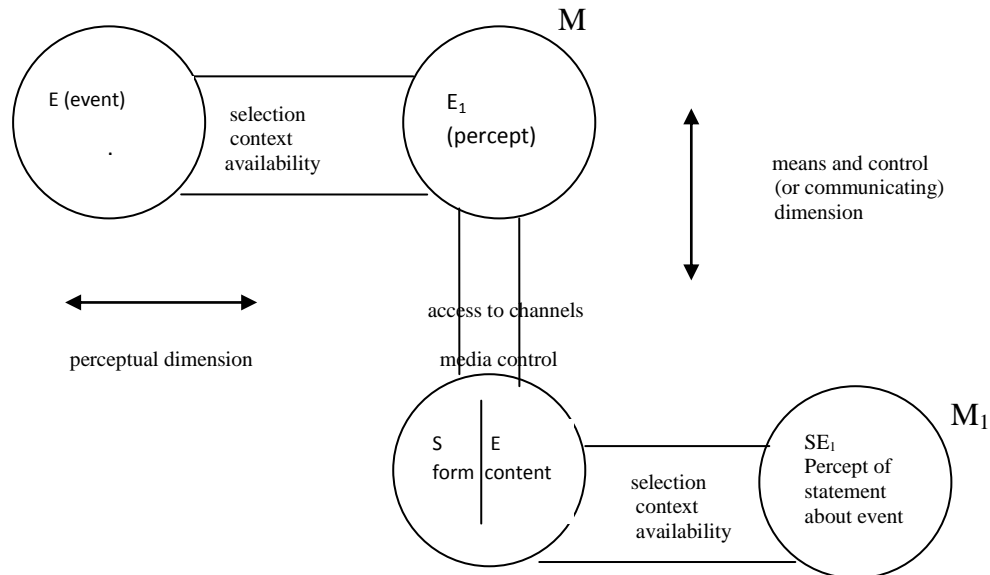
Fig.2. Gerbner's model (adapted from Fiske 2011)

Horizontal dimension:

E is the beginning of the process. It is something external in the reality, perceived by M (it can be a person, camera, microphone, etc.). M's perception of E is a percept E$_1$. As M cannot perceive the whole complexity of E, the relationship between E and E$_1$ is selected. When M matches the external stimuli with the internal patterns of thought or concepts (the process of interaction or negotiation), it perceives something giving the meaning to it. Such matching is controlled by the culture as the patterns of thought are the result of cultural experience. It means that people of different cultures perceive the reality differently (Fiske 2011).

Vertical dimension:

The percept E_1 is converted into signal about E (SE). Such signal or statement about the event is called message. S represents signal (the form it takes), E represents content. The content can be communicated in various ways as there is a plenty of potential Ss to choose from. It is the communicator who chooses S for the particular E. SE is a unified concept; it cannot be divided into two separate parts (Fiske 2011).

Gerbner's model defines communication as the transmission of messages. Although it looks beyond the process itself, it does not address the issue of message generation (Fiske 2011).

2.2.3. Lasswell's Model (1948)

Lasswell's model is a widely quoted in relation to mass communication. The work on institutions and their processes derives from a process-based linear model. The model describes the process of communication as the set of following stages:

Who

Says what

In which channel

To whom

With what effect

It is a verbal version of Shannon and Weaver's model. It is still linear and perceives communication as a transmission of messages. However, it emphasises the issue of 'effect' rather than meaning. Effect constitutes a measurable change in the receiver that is caused

by elements in the process. Thus, the change in any of these elements (encoder, message, channel) will change the effect (Fiske 2011).

2.2.4. Newcomb's Model (1953)

As opposed to the previously presented models, Newcomb's model is not a linear but it is triangular. The model introduces the role of communication in a society or a social relationship. The role is to maintain equilibrium within the social system (Fiske 2011).
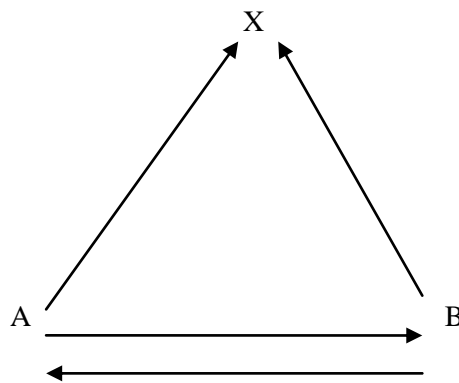
Fig.3. Newcomb's minimal ABX system (adapted from Fiske 2011)

A and B are communicator and receiver (e.g. individuals, management and union, government and people, etc.). X represents a part of their social environment. ABX is a system in which internal relationships are interdependent (if A changes, B and X will also change; if A changes the relationship to X, B will have to change the relationship with X or A). If A and B have similar attitudes to X, the system will be in equilibrium. If they do not

share similar attitudes, they are under pressure to communicate until similar attitudes will be reached. If the AB relationship is not positive, they can differ over X; the system is still in equilibrium. X does not have to be a person or thing; it can be any part of their shared environment. If X changes, it increases the need to communicate as A and B need to establish their new orientation to the new X (Fiske 2011).

The model proves that people share the need for information. Adequate information about social environment is a necessity in order to know how to react to it and to identify the common reaction factors shared with the fellow members of the peer group, subculture, or culture (Fiske 2011).

2.3. 'Semiotic' school

This school perceives communication as the production of exchange of meanings. Thus, it is concerned with how messages, or texts, interact with people so as to produce meanings. Therefore, the role of texts in the culture is its main field of study. From this perspective, the misunderstanding is not necessarily perceived as the communication failure. When it occurs, it may result from cultural differences between sender and receiver. Semiotics (the science of signs and meaning) is the main method of study. It draws upon linguistics and art subjects. Thus, *the works of communication* are of its main interest (Fiske 2011).

This approach to communication is significantly different from the process school. It is not the communication process itself but the generation of meaning that becomes the focus of attention. The models presented below are not linear; they do not concentrate on the flow of message. They are structural, thus they indicate the relationships occurring between elements when the meaning is being created. The models concentrate on the analysis of a

structured set of relationships that enable the message to signify something. The main field of study is the sign. Within the field of semiotics, there are three main areas of study: the sign itself, the codes or systems into which signs are organised, and the culture within which these codes and signs operate (Fiske 2011).

2.3.1. Peirce's elements of meaning

Peirce developed a model of triangular relationship between the sign, the user, and external reality. It shows how signs signify. There is no distinction between encoder and decoder in the model.
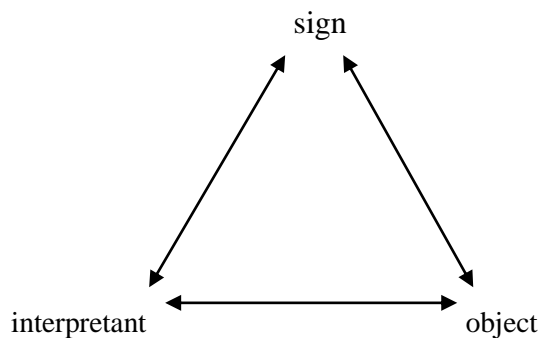
Fig.4. Peirce's elements of meaning (adapted from Fiske 2011)

The arrows imply that each term can be understood only in relation to others. A sign refers to the object and is understood by somebody (and has the effect in the mind of particular user). It is important that the interpretant is not the user of the sign. It is a mental concept created both by the sign and the user's experience of the object. The interpretant of the

word is the consequence of the user's experience of that word. It may vary according to that experience. Therefore, it is limited by the social convention and presents social and psychological differences between the users (Fiske 2011).

2.3.2. Saussure's elements of meaning

Saussure's focus of attention is the language. Therefore, he concentrates on the way signs (words) relate to other signs. His model differs from the one of Peirce. Saussure focuses on the sign itself. The sign constitutes a physical object with a meaning. It consists of a signifier (the sign's image) and a signified (the mental concept). Members of the same culture who share the same language have common mental concept (Fiske 2011).

sign

composed of

signification

signifier plus signified ——————————— external reality or meaning

(physical   (mental
existence   concept)
of the sign)
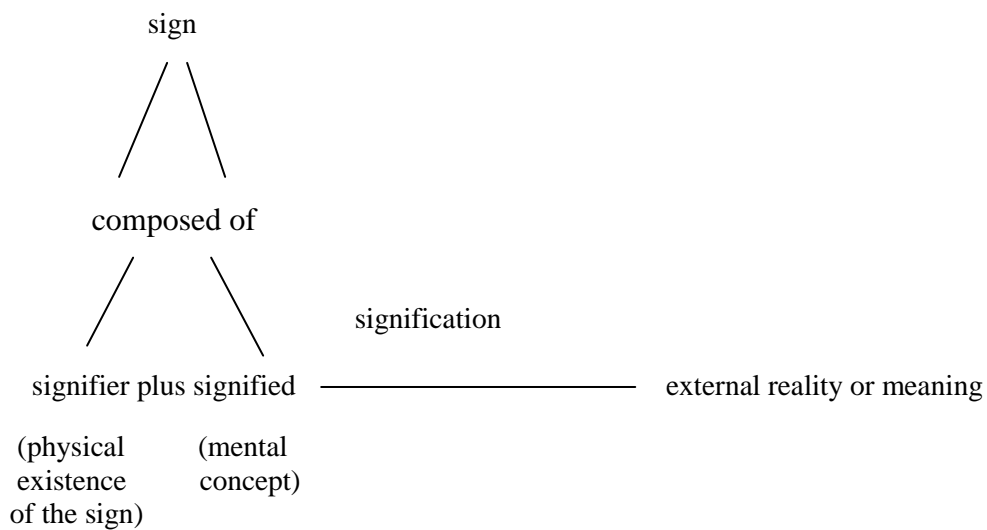
Fig.5. Saussure's elements of meaning (adapted from Fiske 2011)

Signifieds and signifiers are a product of a particular culture. They change from language to language (Fiske 2011).

2.4. Communication as strategic function

According to Ackley (1997), any employee communication function that is not practicing strategic communication is dysfunctional. He claims that employee communication should be approached like every function that helps organisation earn money, save money, improve customer satisfaction, and demonstrate organisation's people values. Ackley highlights that the employee communicators should be 'painting the picture' of organisation's activities needed to accomplish its mission.

2.5. Effective communication

It is claimed that the quality of all human relations in organisations is underlined by communication. Good communication enriches good relations and general quality of work, motivation and morale. Thus, each aspect of communication process is equally important (Pettinger 2010).

According to Pettinger (2010), effective communication is based on the following:

- the volume of information that is available;
- its quality;
- the means and media that are use to transmit and receive information;
- the use to which it is put;
- its integrity;

- the level of integrity of the wider situation.

Therefore, effective communication is none of the following:

- the passive provision of information, however great the volume and quality;

- all-staff e-mails sent in isolation from what is important to the receivers;

- website links that cannot be fully or regularly accessed;

- meetings and forums that are held without purposes or agendas;

- staff consultation and communication exercises in which the results and feedback are ignored (Pettinger 2010).

It is claimed that following elements are necessary for good communication:

- clarity of purpose on the part of the sender or initiator

It means that the following issues must be addressed: what the message is, what is its purpose, the possible reactions and responses of the receivers, what the sender wants to achieve as a result, the possible barriers to this achievement that may occur. In other words, it is the basis of 'saying what is meant and meaning what is said' (Pettinger 2010).

- integrity of purpose

It is the relationship between what is said and what is meant. Clear, concise and unambiguous terms need to be used to avoid undesirable impact on the receiver of the message. The message itself must be honest and straightforward without any improper interpretation or uncertainty about the meaning left for the receiver. Integrity of communication or its lack shapes the ways of working of the organisation (Pettinger 2010). Problems with communication can occur when there is:

- lack of understanding of the fundamental importance of the communications;

- state of ignorance on the part of the receivers;

- person issuing the communication is not perceived as honest or complete on the way they deal with people;

- obscure, disrespectful, condescending or threatening language of message;

- language of message giving the impression to the receivers that the information in the message is not the full truth (Pettinger 2010).

∗ integrity of parties and relationships involved

It is the mutual trust and honesty of the particular relationships; the roles, personalities, work relations, and context of communication.

∗ use of language and media

It means the use of language and media suited to the receivers. Simple and direct language is especially important when issuing roles and procedures for the staff conduct, behaviour and performance; specific procedures, especially disciplinary, grievance and health and safety; and organisational training and development activities (Pettinger 2010).

∗ Visibility

It is demonstrated when particular managers who are issuing things by general and continuous face-to-face relationship based on mutual respect and understanding. It is more likely where they demonstrate an active and positive interest in staff and activities by walking around.

∗ clarity and unity of overall purpose and direction

It suggests clear communications, overall purposes, sub-aims, and objectives clear at the outset.

∗ being positive

It means positive approach towards communication that generates positive attitudes, values and feelings of all concerned. Therefore, the language used and the message sent during the process of communication should reflect elements of encouragement, enhancement, enrichment, satisfaction, achievement, fulfilment, potential, creativity, innovation, progress, and improvement. If all the elements are fully integrated, they contribute to the avoidance of problems and disputes or lead to their early settlement. They also reinforce positive attitudes and values, mutual concern and respect (Pettinger 2010).

2.5.1. Aspects of communication

I. One-way communication versus two-way communication

There are two different types of communication, one-way and two-way communication. One-way communication occurs when the organisation issues the information to their employees without any regard for their effect. It is claimed to be a result of ignorance. As the effect, such communication tends to be dysfunctional. When the organisation applies one-way communication as common practice it leads to the alienation of the workforce. It is suggested that the organisations with one-way communication are characterised with the most insular of the managements and directorates (Pettinger 2010).

Two-way communication is described as the dialogue process. As the elements of the process are communication and response, it results in understanding, enlightenment, effective action, and progress (Pettinger 2010).

II. Upward and downward communication

Downward communication involves the use of communication hierarchies and structures for the purpose of communication. The communication flow resembles the cascade in which the information is transmitted from directors to senior managers, from senior managers to junior managers, and then to supervisors and their staff. Downward communication is used as a means of transmission of policies, directives, instructions, employee handbooks, rules, regulations, etc. (Pettinger 2010).

The shape of upward communication is related to the management style fostered in the organisation. Thus, its nature, content and volume depend on this style. If management is absent or inaccessible, the upward communication is structured as formalised channels such as joint consultative committees, joint negotiating committees, and dispute/grievance procedures. The volume and quality of information gained is claimed to be higher is the management style is characterised by a regular continuous contact with the staff (Pettinger 2010).

2.6. Channels of communication

The channels of communication can be classified as formal and informal ones. Formal communication concerns all the hierarchies, systems, procedures and committee structures present in the organisation. It also includes the use and operation of written procedures and policies. While informal communication refers to all the ad hoc gatherings of people that occur in the work place. It also includes the organisational grapevine, a means of informal, usually not confirmed by the management, information flow concerning the organisation and its employees (Pettinger 2010).

It is claimed that the more filters through which a message must pass, the longer the channel of communication required:

Channels of communication

SIMPLE

CENTRALISED	Information flows to central person	Central person can perform task alone	Good performance
DECENTRALISED	Information flows all around the network	No one person has all the required information	Grapevine Poor performance

COMPLEX

CENTRALISED	Information flows to central person	Central person can perform task alone	Good performance
DECENTRALISED	Information flows all around the network	No one person becomes saturated	Good performance
HIERARCHICAL	Information flows up and down	No one person has all required information	Poor performance on large/long hierarchies
BRIEFING	Information flows from briefer to group	Depends on quality of briefer	Tends to lead to good performance
HOURGLASS	Key figure is at 'neck'	Filtration and limitation	Leads to performance required by the 'neck'
CHAINS	Information glows along chain	distortions	Poor understanding likely poor motivation, morale slow movement of information
CASCADE	Information cascade e.g. briefing groups	Dilution at every stage	Loss of quality

Fig.6. Channels of communication (adapted from Pettinger 2010)

2.7.   Barriers and blockages in communication

Barriers and blockages in communication can occur by accident, habit, negligence, design or distance.

Barriers that arise by accident involve the situations in which the choice of language, timing or communication method is wrong regardless of good intentions. Such barrier should be rectified to avoid misunderstandings to become major disputes or dysfunctions (Pettinger 2010).

Another type of barrier includes the cases where the communication processes do not work properly as a result of corporate habits of delivering specific messages. Since employees assume that others know what they are talking about, each department issues messages in its own particular way. It leads to the loss of consistency (Pettinger 2010).

Negligence is claimed to arise by default. It concerns the cases in which managers perceive the things as 'not too bad' or 'going pretty well'. In such cases also communication dysfunctions are perceived as 'one of those things'. From the employees' perspective, such ignorance proves that the organisation does not care for them (Pettinger 2010).

Design is the barrier created to bar the progress of others. The information becomes the commodity to be bought or sold, to be filtered in the pursuit of the particular interest. It is seen in civil and public service institutions, multinational companies and other multi-site organisations with large and complex head office institutions (Pettinger 2010).

Distance can be a barrier in both physical and psychological context. The physical distance from the organisational headquarters very often leads to psychological feeling of autonomy. Therefore, the generation of own communication processes and patterns that are

not compatible with cross organisation communications used by the headquarters may act as the barrier (Pettinger 2010).

2.8. Intercultural communication

Undoubtedly, cultural differences between groups at work can create obstacles to communication in numerous ways. The factors that can affect communication are as follows: states, traits, styles, and situation affecting the nature and effectiveness; the cognitive and affective responses of individuals in intercultural situation, communication resourcefulness, individuals' goal-seeking behaviours, expectation states, and anxiety/uncertainty management; and intercultural interactive behaviour. Some approaches help to overcome such obstacles (Guirdham 1999).

According to Samovar and Porter, intercultural communication occurs 'whenever a message producer is a member of one culture and a message receiver is a member of another'. Collier and Thomas define intercultural communication as 'contact between persons who identify themselves as distinct from one another in cultural terms' (Guirdham 1999).

2.8.1. In-group interactions

Rogers and Kincaid describe how people define the interactions as in-group. People tend to use the following criteria: *interethnic comparisons*, *perceived ethnolinguistic vitality*, *perception of in-group boundaries*, and *status* (Guirdham 1999).

Interethnic comparisons consist in recognising another individual as coming from a different ethnic background thus treating the interaction as an intergroup one. The same rule is applied if other silent background differences are recognised. However, the difference cannot be silent anymore when changed by individual's personal attitudes or due to the purpose of the interaction (Guirdham 1999).

Perceived ethnolinguistic vitality occurs when the individuals are speaking major foreign language as mother tongue, interactors are more likely to perceive the interaction as intergroup rather than in a situation where their mother tongue is perceived as minor one. Ethnolinguistic vitality is based on three factors, namely, the status of a language-speaking group (social prestige and economic power), demographic factors (a number of the mother-tongue speakers), and the amount of the institutional support the language receives in the form of representation in and control over media, religious, educational, and political contexts (Guirdham 1999).

Perception of in-group boundaries describe the way individual defines the boundaries of themselves and the other interactor's in-group. Status concerns the situations in which the individuals can disregard social group differences if they perceive the status of the other person's in-group as high, identify with other groups or perceive an overlap in social categories (Guirdham 1999).

2.8.2. Styles and traits

Also relevant to communication are the styles and traits, positively associated with willingness to participate in, experiencing a low level of difficulty and effectiveness in intercultural communication. These states and traits include *self-monitoring*, *cognitive*

complexity, *tolerance for ambiguity*, *cultural relativism*, *attributional confidence*, *second-language competence*, and *ethnolinguistic identity strength* (Guirdham 1999).

Self-monitoring means being careful about the impression made on others, sensitive about from others and adapting behaviour accordingly. Cognitive complexity describes the number and interrelatedness of the categories in an individual's constructs. Communicators with high cognitive complexity tend to be better able than those with low complexity to empathise with another person and adapt their messages to receivers. In a workplace context, cognitive complexity is associated with skilled leadership. Tolerance for ambiguity concerns the ability to accept indeterminacy and lack of clarity in various situations. It enables a person to make a decision based on incomplete and imperfect information. Cultural relativism means accepting one's own culture and its consequences (worldview, values) are one among many and they are equally valid in their own terms. Biculturalism consists in modifying one's behaviour appropriately and successfully when moving from one culture to another. Attributional confidence describes the situations in which people present the willingness to draw inferences about others' behaviour, namely, whether the cause of particular behaviour was the situation or people's dispositions. Second-language competence is seen to increase the individual's ability to deal with uncertainty when meeting people from the culture in which the language is widely spoken. Ethnoliguistic identity strength is claimed to increase second-language competence and intergroup attitudes/stereotypes. Ethnolonguistic vitality, described earlier, determines if the individual has high or low ethnolinguistic identity strength (Guirdham 1999).

2.8.3. Hall's low and high context model

Edward Hall's low and high context model is an approach to analysing cultures. Hall draws a distinction between low-context communication and high-context communication as the basis for differentiating cultures. He suggests that in high-context cultures people rely heavily on the overall situation to interpret messages, whereas in low-context cultures people rely more on the explicit verbal content of messages (Guirdham 1999).

High-status societies are characterised by following features: implicit shared understandings among the cultural group; little coded (spoken or written) information transmitted in communication; indirect communication styles, including great use of non-verbal communication; relationships regarded as of great importance, distinctive time perception – emphasis on the importance of past; business transactions being taken relatively long time and depending on the build-up of strong relationships (French 2007).

By contrast, low-context societies can be characterised by much information coded (put in words) in communication; direct communication style essentially verbal or written and including detailed precise information; low importance attached to the past and an emphasis on concluding business quickly; value on performance and expertise (French 2007).

According to Hall's research, Irish society belongs to the group of high-context societies. Such societies are characterised by little coded spoken or written information transmitted in communication. Whereas, Eastern European societies such as Polish society can be characterised as low-context one which indicates the adherence to much detailed and precise information being put in words in communication. The author's previous research has proved the existence of distinction between Polish and Irish employees in terms of

information transmitted during the process of communication. It was suggested that such dissonance could affect intercultural communication in the company and does not help Polish migrants in faster adaptation to Irish work system (Korkosz 2010).

2.8.4. Barriers to intercultural communication

There are potentially important barriers to intercultural communication, which can realistically vitiate the quality of interaction with people from other cultural groups. The most common constitutes disruptions at any of the stages of process of communication. The classic model of communication consists of the following elements: the sender, encoding process, the message, the medium of communication, decoding process, and feedback. Any disruption occurring during any of the stages of process can cause barriers and lead to unsuccessful intercultural communication (French 2007).

The first possible difficulty emerges when the sender encodes- translates the thought for transmission. The potential problem consists in language itself as the recipient of message fails to understand the language used. Another concern relates to the ability of recipient to register nuances of meaning in a particular context. Cultural differences also constitute the barrier. They are manifested through language but are not confined only to vocabulary. The structure of a language is both the reflection of a culture at a deep level and serves to reinforce the culture through the expression of its members (French 2007).

2.9.   Job satisfaction as a notion

The study of job satisfaction is one of the major domains of organisational psychology and behaviour. Job satisfaction is the most popular variable within the group of employee attitudes. Therefore, its assessment is the common activity in the organisations concerned with the physical and psychological well-being of their employees. Job satisfaction can be defined as 'the degree to which people like their jobs' (Spector 1997).

In the past, the variable was approached from the perspective of need fulfilment. The researchers were trying to find out whether the job could met the employee's physical and psychological needs for the aspects provided by work, such as pay. Nowadays, the researchers concentrate on the cognitive processes rather than underlying needs. Such attitudinal perspective has become the prevailing approach in the study of job satisfaction (Spector 1997).

Job satisfaction is commonly considered as a global feeling about job or as a composition of attitudes relating to various aspects or facets of the job. The global approach is applied when the researchers focus on the overall or bottom line attitude towards job. While the facet approach is utilised in the cases where the research aims at finding out which parts of the job cause satisfaction or dissatisfaction. The most common job satisfaction facets are as follows: appreciation, communication, co-workers, fringe benefits, job conditions, nature of work itself, organisation itself, organisation's policies and procedures, pay, personal growth, promotion opportunities, recognition, security, and supervision. Juxtaposition of both approaches gives the complete picture of employee job satisfaction (Spector 1997).

2.9.1. The assessment of job satisfaction

The most common methods of job satisfaction assessment are the interviews and questionnaires. However, most research is done with questionnaires due to little expense and large number of people that can be surveyed in comparison with the interviews. From the methodological perspective, questionnaire responses are easier to quantify and standardise. On the other hand, interviews facilitate gathering more extensive information and their formats allow the respondents to generate their own areas of satisfaction or dissatisfaction (Spector 1997).

There are several job satisfaction scales developed with reliability and validity already established. They tend to cover the major facets of satisfaction. As they were used many times, they provide norms that facilitate interpretation of results from a given organisation. The most popular job satisfaction facet scales are: Job Satisfaction Survey (1985), Job Descriptive Index (1969), the Minnesota Satisfaction Questionnaire (1967), Job Diagnostic Survey (1975). The popular global satisfaction scales are: the Job in General Scale (1989) and the Michigan Organisational Assessment Questionnaire (1979) (Spector 1997).

2.10. Relationship between communication and job satisfaction

Auditing communication in organisations arouses a growing interest. Likert (1967) perceives communication as an intervening variable that influences productivity, satisfaction, labour-management relations, and profit. The research carried out by Downs and Hazen (1977) explored particularly the relationships between communication and satisfaction. The questionnaire was designed as eight-factor structure composed of:

1. Organisational perspective (corporate information about the organisation as a whole),

2. Personal feedback (appraisal of employee's performance),

3. Organisational integration (the degree to which individuals receive information about the immediate work environment),

4. Relation with supervisor (upward and downward aspects of communicating with superiors),

5. Horizontal informal communication (co-worker communication),

6. Communication climate (communication on both the organisational and personal level),

7. Media quality (quality of communication channels),

8. Relation with subordinates (upward and downward communication with subordinates) (Deconinck, Johnson, Busbin & Lockwood 2008).

Before the research done by Downs and Hazen (1977) and the development of their questionnaire, communication in organisations was perceived as a unidimensional construct. The Communication Satisfaction Questionnaire (CSQ) presents the organisational communication as a multidimensional construct. It proves that the employees are not either satisfied or dissatisfied with communication. Therefore, they can be satisfied with some aspects of communication and dissatisfied with other aspects. It is the CSQ that gained the most widespread use in the scholarly research (DeConinck et al. 2008).

The factors analysed by Downs and Hazen (1977) seem to explore major components of organizational functioning. Thus, the various dimensions of the relationship between organisational communication and job satisfaction can provide a definite barometer of organisational functioning. Therefore, the concept of communication satisfaction can be applied in the auditing of organisational communication (Downs and Hazen 1977).

2.11.   Internal communication effectiveness and bottom-line results

Watson Wyatt Worldwide conducted in 2003 and 2005 a research aiming at finding the evidence that effective internal communication enhances superior financial results and organisational stability. The study discusses the correlation between communication effectiveness, organisational turnover, and financial performance (Yates 2006).

According to Watson Wyatt, effective communication organisation can be defined as the one that excels in the following eight areas:

* Educating employees about organisational culture and values

* Helping employees understand the business

* Aligning employees' actions with customer needs

* Providing employees with financial information and objectives

* Providing employees with information on the value of their total rewards programs

* Explaining and promoting new programs and policies

* Integrating new employees into the organisation

* Exhibiting strong leadership by management during organisational change (Yates 2006)

These eights communication components of organisational effectiveness mentioned above are claimed to be critical for providing employees the information, perspectives, and motivation needed to take actions leading to desired business outcomes (Yates 2006).

The outcomes of the research are as follows:

➔ High communication effectiveness is linked to better financial performance and organisational effectiveness. Effective communication practices drive employee engagement, commitment, retention, and productivity that enhance business performance and thus lead to superior financial returns.
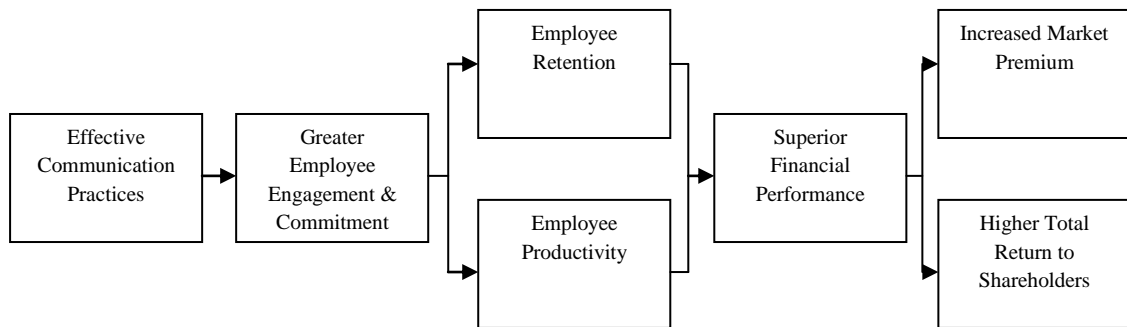
Fig.7. Communication Effectiveness and Financial Performance (adapted from Yates 2006)

➔ Companies with high communication effectiveness produced a fifty seven per cent higher total return to shareholders during the five-year period of 2000-2004 in comparison with those having low communication effectiveness.

➔ Higher communication effectiveness is associated with a 19,4 per cent higher market premium.

➔ Effective communication is a leading indicator of financial performance.

→ Positive relationships exist between employee engagement and a company's financial performance.

→ Highly effective communicators were twenty per cent more likely than companies with low communications effectiveness to report having turnover lower than that of their competitors (Yates 2006).

Although perceived as intangible concept, the effective communication can deliver quantifiable results with the application of specific communication practices. These practices constitute 'Hierarchy of Effective Communication' (Yates 2006).
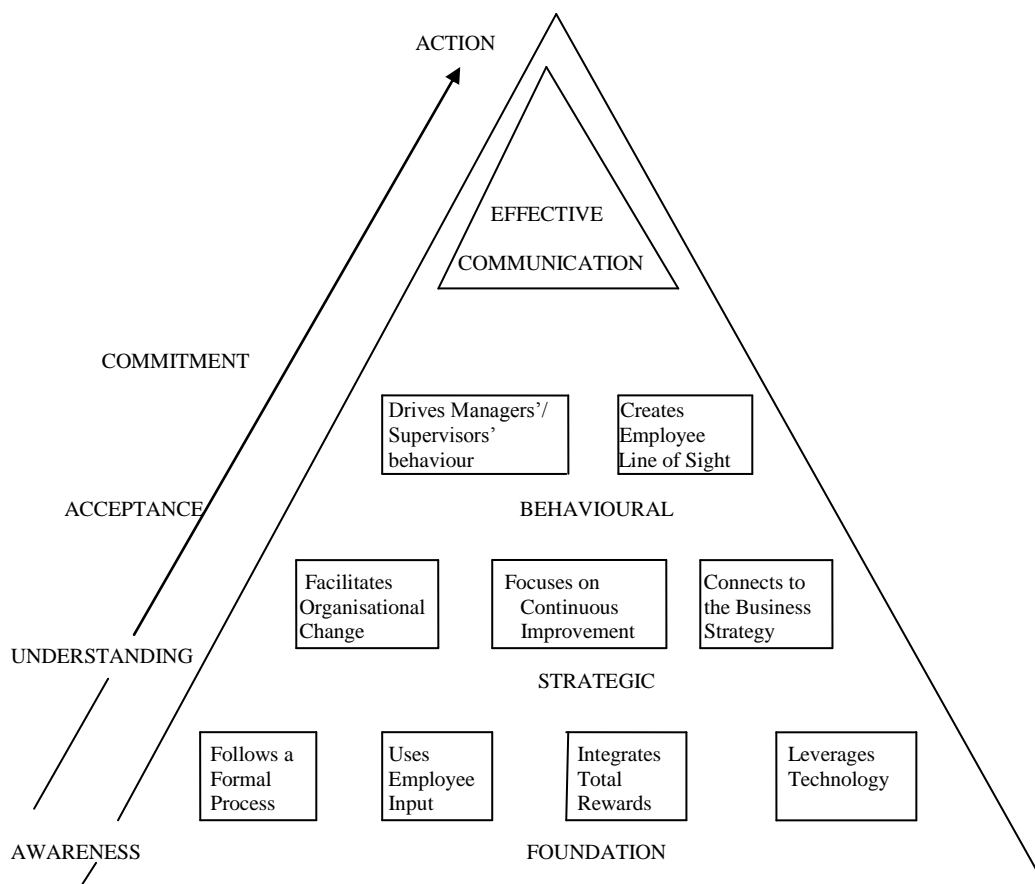
Fig.8. Hierarchy of Effective Communication (adapted from Yates 2006)

There are three tiers of hierarchy: Foundation, Strategic and Behavioural. They comprise nine communication practices. They lead employees from awareness through understanding, acceptance, and commitment. The final result of these practices is the effective communication. When a company reaches the top tier it produces positive business and financial results (Yates 2006).

The following elements improve the communication effectiveness:

* Documented communication strategy linked to the business

* Yearly communication planning

* Two-way communication channels

* Better tools and training for managers

* Range of technologies to facilitate communication

* Formal measures for the assessment of the communication programs effectiveness

* In global companies, a global advisory group to identify communication requirements (Yates 2006).

2.11.1. Communication, organisational climate and job satisfaction

The research carried out by Muchinsky (1977) indicates that some elements of organisational communication are strictly related to organisational climate and job satisfaction. The communication-organisational climate relationships study proves the following:

▪ Trust in the supervisor and perceived influence of the supervisor could be highly related to the way management in general is perceived by the employees.

- Positive feeling about communication in the organisation indicates the positive feeling in relation to the psychological environment in the organisation, management in general, and organisational identification of the employees.

- The accuracy of information received by the employees determines a perceived climate in the organisation.

- Downward directionality is positively correlated with the psychological environment within the organisation, management in general, organisational identification of the employees.

- Conversely, the lateral directionality is negatively correlated with the same three climate dimensions.

- Similarly to downward directionality, the upward directionality was also positive, but not statistically significant.

- All of the correlations suggest systematic relationships between interacting, sending, and receiving information and climate perceptions (Muchinsky 1977).

The study relating to the communication-job satisfaction relationships results in the following remarks:

- Trust in superior is highly correlated with satisfaction with supervision.

- Similarly, perceived influence of superior is correlated with satisfaction with supervision and satisfaction with promotions.

- Satisfaction with communication is highly correlated all five dimensions of job satisfaction.

- The communication dimensions of downward and lateral directionality are significantly correlated with job satisfaction (downward direction correlated positively and the lateral direction negatively correlated).

- The lateral direction was negatively correlated with every dimension of job satisfaction except satisfaction with co-workers.

- The downward directionality is positively correlated with satisfaction with work and satisfaction with supervision.

- Upward directionality is positively correlated with satisfaction with supervision (Muchinsky 1977).

In other words, findings of this research show that organisational communication is related to perceived climate and job satisfaction (Muchinsky 1977).

2.11.2. Superior- Subordinate communication and job satisfaction

It is claimed that communication (positive relationship communication, upward openness, job-relevant communication, and lack of negative relationship communication) with the one's supervisor will be a significant predictor of one's job satisfaction, regardless job level (Miles, Patrick & King, Jr., 1996).

The research carried out by Miles, et al. (1996) revealed also that level of job satisfaction could differ by job level. Supervisors reported higher level of job satisfaction than hourly employees, particularly more positive relationship communication and upward openness communication. The probable reason for that is the fact that supervisory role can be characterised by provision of significantly more positive relationship communication and

more upward openness communication from their immediate superiors. All four dimensions, especially positive relationship communication and upward openness communication were significant predictors of job satisfaction for hourly employees. However, positive relationship communication and upward openness communication were not significant dimensions of supervisors' job satisfaction. Nonetheless, the study shows that enhancing these two dimensions within the group of hourly employees can increase their job satisfaction. Therefore, communication has a differential effect on job satisfaction and reveals lack of uniformity of communication practices that can influence job satisfaction (Miles, et al. 1996).

The study proves that the effective job-relevant communication from a superior reduces role ambiguity and the role conflict. As a consequence, the level of job satisfaction increases. However, it was noted that a decrease in job satisfaction can occur if when job-relevant communication reduces role ambiguity but increases role conflict. On the other hand, negative relationship communication can lead to increased role ambiguity and thus to decline in job satisfaction. It is perceived by all the subordinates as the evidence of poor communication (Miles, et al. 1996).

Superior-subordinate communication was also analysed by Likert (1967). In his study, Likert presented different management styles and their relationships with productivity and labour relations. A comparative analysis of different management systems was based on a number of operating characteristics. Character of communication process between superior and subordinate constituted one of such characteristics:

System of organisation

Character of communication process	Exploitative authoritative	Authoritative Benevolent authoritative	Consultative	Participative Participative group
a. Amount of interaction and communication aimed at achieving organisation's objectives	Very little	Little	Quite a bit	Much with both individuals and groups
b. Direction of information flow	Downward	Mostly downward	Down and up	Down, up, and with peers
c. Downward communication				
(1) where initiated	At top of organisation or to implement top directive	Primarily at top or patterned on communication from top	Patterned on communication from top but with some initiative at lower levels	Initiated at all levels
(2) extent to which communications are accepted by subordinates	Viewed with great suspicion	May or may not be viewed with suspicion	Often accepted but at times viewed with suspicion. May or may not be openly questioned	Generally accepted, but if not, openly and candidly questioned
d.Upward communication				
(1) adequacy of upward communication via line organisation	Very little	Limited	Some	A great deal
(2) subordinates' feeling of responsibility for initiating accurate upward communication	None at all	Relatively little, usually communicates "filtered" information but only when requested. May "yes" the boss	Some to moderate degree of responsibility to initiate accurate upward communication	Considerable responsibility felt and much initiative. Group communicates all relevant information

(3) forces leading to accurate or distorted information	Powerful forces to distort information and deceive superiors	Occasional forces to distort; also forces for honest communication	Some forces to distort along with many forces to communicate accurately	Virtually no forces to distort and powerful forces to communicate accurately
(4) accuracy of upward communication via line	Tends to be inaccurate	Information that boss wants to hear flows; other information is restricted and filtered	Information that boss wants to hear flows; other information may be limited or cautiously given	Accurate
(5) need for supplementary upward communication system	Need to supplement upward communication by spy system, suggestion system, or some similar devices	Upward communication often supplemented by suggestion system and similar devices	Slight need for supplementary system; suggestion system may be used	No need for any supplementary system
e.Sideward communication, its adequacy and accuracy	Usually poor because of competition between peers and corresponding hostility	Fairly poor because of competition between peers	Fair to good	Good to excellent
f.Psychological closeness of superiors to subordinates (i.e. how well does superior know and understand problems faced by subordinates?)	Far apart	Can be moderately close if proper roles are kept	Fairly close	Usually very close
(1) accuracy of perceptions by superiors and subordinates	Often in error	Often in error on some points	Moderately accurate	Usually quite accurate

Fig.9. Communication characteristics of different management systems based on comparative analysis (adapted from Likert 1967)

Likert's research clearly shows that improvement in performance, thus also in communication, follows the shift toward system 4, namely participative group.

According to Burke and Wilcox (1969), the main theme of the communication process features analysed by Likert (1967) is the degree of honesty and openness of communication displayed by superior and subordinate. Likert's study became basis for their own research aiming at analysing the proposition that open two-way communication is associated with a satisfying and effective superior-subordinate work relationship.

The research carried out by Burke and Wilcox (1969) proved the following:

- The greater the openness of either superior or subordinate, or both, the greater the degree of subordinate satisfaction on the variables such as satisfaction with the company, satisfaction with the job, satisfaction with performance appraisal and development interview, presence of 'helping relationship', and satisfaction with supervisor.

- The greater the disparity in the openness of communication between the superior and the subordinate, the less the satisfaction on the five variables.

- Equal degrees of openness between superior and subordinate over all levels of openness tend to result in greater satisfaction with the work situation than the presence of disparity.

- The perceived openness of superior communications to subordinate is significantly and positively correlated with stated openness of subordinate communications the superior.

The research has shown that communication is essential to the organisation to function. It should be viewed as one of the most important processes of management. The openness in the communication process is of key importance (Burke & Wilcox 1969).

2.11.3. Communication, productivity and job performance

The relationship between communication and productivity has been explored by Clampitt and Downs (1993). Their research aimed at determining employee perceptions of the relative impact on the eight dimensions of communication satisfaction on employee productivity. The findings show that communication has an 'above average' impact on productivity. However, not all communication factors are equally significant in terms of their impact on productivity. The personal feedback had a more significant impact than the other factors such as communication with co-workers, meetings and memos. Also corporate-wide information turned out to have relatively low impact on productivity. While the supervisors are claimed to be more critical communication concerns than other sources of information. The research proved that the impact of communication on productivity is determined by job design and information utility (Clampitt & Downs 1993).

The research carried out in 1997 by Pettit, Goris and Vaught shows that organisational communication is a weak moderator between job performance and job satisfaction, but a strong predictor of both these variables. Proposition that trust in superiors, influence of superiors, accuracy of information, desire for interaction, satisfaction with communication, information load, and directionality of communication have a direct relationship with job performance was supported in the research. However, the hypothesis that organisational communication moderates the job performance and job satisfaction was not validated. The job performance has a direct, weak-to-moderate relationship with job satisfaction. Nonetheless, six of seven communication dimensions examined (trust in superiors, influence of superiors, accuracy of information, desire for interaction, satisfaction with

communication and communication load) received strong support as predictors of job

satisfaction (Pettit , et al. 1997).

CHAPTER 3

Research Methodology

3.1.   Justification for the use of the chosen methodology

The purpose of this research is to analyse and describe the complexities of organisational communication.

Due to the nature of research, the qualitative paradigm will apply and cross-sectional research design will be deployed. The aim of chosen methodology is to answer the research question posed by the researcher. The quantitative and qualitative methods will be applied.

The research will be carried out with reference to 'process' school perspective, concerned with examination of communication for efficiency and accuracy. It will examine whether any distortions during the process of communication occur.

The examination of the quality of communication will be measured through the perceptions of employees on the internal communication. Due to behavioural nature of internal communication and organisational culture of the company, the questionnaire seems to be reliable methodology instrument.

As a part of the research, the observations that were made on the organisation's premises during the day of interviews/consultations are included. The researcher is currently working within the healthcare sector, in the company of similar profile. Therefore, the observations from her workplace and the communication related experience are also presented.

3.2.   Research Design- questionnaire

The researcher deployed The Communication Satisfaction Questionnaire developed by Downs and Hazen (1977) to discover the relationship between communication and job satisfaction. The questionnaire is developed in such a way that both subordinates and their managers can answer the questions.

The questionnaire consists of 3 general questions and 40 detailed questions combined into eight factors (sample questionnaire in appendix 2). General questions ask about level of job satisfaction (Likert scale), whether the job satisfaction of the employee has changed over last 6 months, and about suggestions for communication improvement (open-ended question). The factors included in 40 questions describe the relationship between organisational communication and job satisfaction. The factors are as follows: communication climate, relationship to superiors, organisational integration, media quality, horizontal and informal communication, organisational perspective, relationship with subordinates, and the personal feedback.

The section concerning Communication Climate measures communication at the organizational and individual levels. It examines if the company's communication is stimulating or motivating and whether it encourages employee identification. The questions also assess the perceived communication competence of employees and the extent to which information flow assists the working process (Downs & Hazen 1977).

Relationship to Superiors includes the components of upward and downward communication. This factor measures the openness of superiors to subordinates as well as superiors' ability to listen. Superior's perceived trust of the employee is incorporated in two

of the items (Downs & Hazen 1977).

Organisational Integration examines the information employees receive about their job and related items, such as policies and benefits. Also included is information about what is happening currently, what departments are doing, and personnel news. Information about such matters makes employees feel they have been integrated (Downs & Hazen 1977).

Media Quality looks at communication within several channels (e.g., publications, memos, and meetings). Employees are asked about the helpfulness and clarity of these information sources and the quantity of information (Downs & Hazen 1977).

Horizontal and Informal Communication questions describe the amount of activity of information networks and the accuracy of the information they contain (Downs & Hazen 1977).

Organisational Perspective examines the information given out concerning the corporation and its goals and performance. It also encompasses knowledge about external events such as new government policies, which influence the organization (Downs & Hazen 1977).

Relationship with Subordinates is only completed by those in supervisory or managerial positions. It describes receptivity of employees to downward communication and their willingness and capability to send good information upward. Superiors are also asked whether they experience communication overload (Downs & Hazen).

The Personal Feedback factor contains questions about superiors' understanding of problems faced on the job and whether or not employees feel the criteria by which they are judged are clear (Downs and Hazen 1977).

The respondents gave the answer to the detailed questions with the use of Likert-type scale ranging from very satisfied (1) to very dissatisfied (7).

A cover letter was also included within the questionnaires to outline their purpose and give the direction on how the questionnaires should be completed. The respondents were assured that the individual replies are confidential.

3.3.   Reliability of questionnaire

Downs and Hazen (1977) tested the reliability of questionnaire It was administered to twenty subjects. Week later it was administered to the same subjects. The reliability coefficient between the two administrations was reported at .94 (Downs & Hazen, 1977). Construct validity of the questionnaire has been determined primarily through factor analysis. Crino and White (1981) administered the questionnaire to 137 supervisors from five textile mills and found the eight factors C. W. Downs and Hazen (1977) developed (Deconinck, Johnson, Busbin & Lockwood 2008).

3.4.   Research design- interview/consultations

The interviews took place on 25th February. Their aim was to gather the information reflecting the company's stance on the internal communication quality and the company's awareness of effective communication's importance. The following people were interviewed: Managing Director and the representatives of management team (Marketing Manager, Production Manager, HR Generalist, and three members of production staff). The interviews allowed gathering the general information about company's background (the researcher does not work in the company where the research was conducted), its multicultural employees, and the structure of communication channels within the company

(questions asked during interviews are attached in the appendix 1). There was no permission for recording, thus the author presents the overview of conversations prepared on the basis of notes taken during the interviews.

3.5. Limitations of the research

There are a number of limitations to the research undertaken. The questionnaires represent the perceptions of office, production employees and management team at a specific point in time (11th March- 12th April). The timeframe of this dissertation constitutes another constraint on the research. The lack of opportunity for the employees to complete the questionnaires on the company's premises affected the research; the time given to employees for the completion of questionnaires had to be extended. Limited access to the literature concerning the organisational communication in the multicultural manufacturing environment in Ireland is also a constraint for the research undertaken.

There was no permission for recording the interviews, thus the author was not able to attach transcript of the conversations.

CHAPTER 4

Results and Data Analysis

4.1.   Questionnaire distribution and the response rate

The research was conducted to facilitate the analysis of the quality of the organisational communication and its relationship with job satisfaction in the Irish-owned company. The company constitute two plants, one in City North, second in Drogheda. The company employs 105 employees in total. The number of Production employees varies, as flexible working hours are being applied, depending on diverse weekly workload.

32 employees, including 5 office employees, were working between 11th March and 12th April when the research was carried out. It was decided that the research would be conducted in office and production departments. The copies of questionnaire were distributed across office and production departments. The questionnaires were attached to the pay slips employees received. 15 out of 27 questionnaires were returned by production employees and 5 by office employees. It gives the response rate of 62,5% (20 respondents out of 32 working in the plant during the research).

4.2.   The overview of interviews/consultations

Organisational communication

The management team fully agrees that organisation communication of the company is a strategic issue. The way it is structured enables the company to operate. The communication is described as effective. The importance of effective communication seems to be known and understood by the interviewees. However, there is no individual who would be responsible for coordination of the effectiveness of communication channels and their quality. The department managers take the responsibility of the internal communication within the particular departments. No specific suggestions were made in relation to changes that could improve the quality or the internal communication. All the interviewees also agree that effective communication affects positively the productiveness of the company.

Policy implementation

There is no specific policy relating to organisational communication. Also the multicultural background of company's employees is not recognised in terms of potential communication barriers and any policies in this respect do not exist. The company employs people of Irish, Polish, Indian, Romanian, and Lithuanian origin.

There are no trainings improving the communication skills at managerial level.

Communication channels

The most common and widely used communication channels are department meetings (production, engineering, marketing department meetings on a weekly basis), notice boards, phones, e-mails, employee handbook, and trainings.

There is organisational hierarchy structured. It reflects the way subordinates and supervisors communicate. The organisational chart is attached in the appendix 4.

It is claimed that the formal and informal communication are balanced. There is no specific channel of communication the employees can use for their suggestions and feedback. However, they are encouraged to contact their direct supervisor.

All the procedures are implemented in a very formalised way. Employees are informed about implementation of new procedures in writing and are asked to sign the document. The oral explanation is also provided by department managers or team leaders.

It is claimed that no major communication barriers occur.

4.3. Questionnaire findings and analysis

The results presented below are based on individual analysis of responses given to 40 propositions and 3 general questions. The propositions in the questionnaire are analysed according to the order determined by the factors.

There are particular propositions assigned to each of eight factors:

1. Organisational Integration (propositions in section A: 1, 2, 7, 8, 12)

2. Supervisory Communication (propositions in section B: 3, 5, 8, 12, 17)

3. Personal Feedback (propositions in section A: 4, 5, 6, 11, section B: 1)

4. Corporate Information (propositions in section A: 3, 9, 10, 13, 14)

5. Communication Climate (propositions in section B: 2, 4, 6, 9, 10)

6. Horizontal and Informal Communication- Co-worker Communication (propositions in section B: 11, 13, 14, 15, 20)

7. Media Quality (propositions in section B: 7, 16, 18, 19, 21)

8. Supervisor-Subordinate Communication (all five propositions in section C)

Scale used in the questionnaire:

1. Very satisfied

2. Satisfied

3. Somewhat satisfied

4. Indifferent

5. Somewhat dissatisfied

6. Dissatisfied

7. Very dissatisfied

I. Questionnaire general questions (1-3)

Question 1: How satisfied are you with your job?
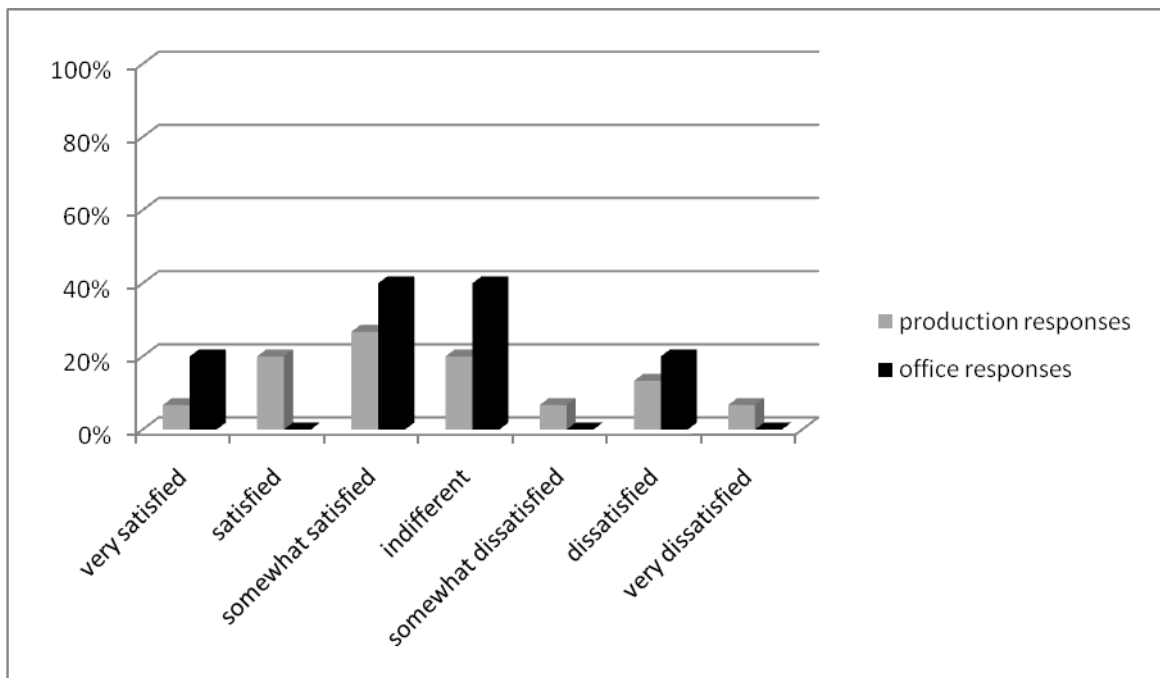
PRODUCTION EMPLOYEES

53,33% of respondents is very satisfied, satisfied or somewhat satisfied

20 % of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

The research has revealed that the level of satisfaction among all the employees of the organisation taking part in this research alarmingly low. The responses to the question constitute the validation of the research carried out by Miles et al. (1996). It can be claimed that the level of job satisfaction could differ by job level. Therefore, the production employees indicate the lower level of job satisfaction than their co-workers from office.

Question 2: In the past 6 months, what has happened to your level of satisfaction?

1. Gone up   2. Stayed the same   3. Gone down
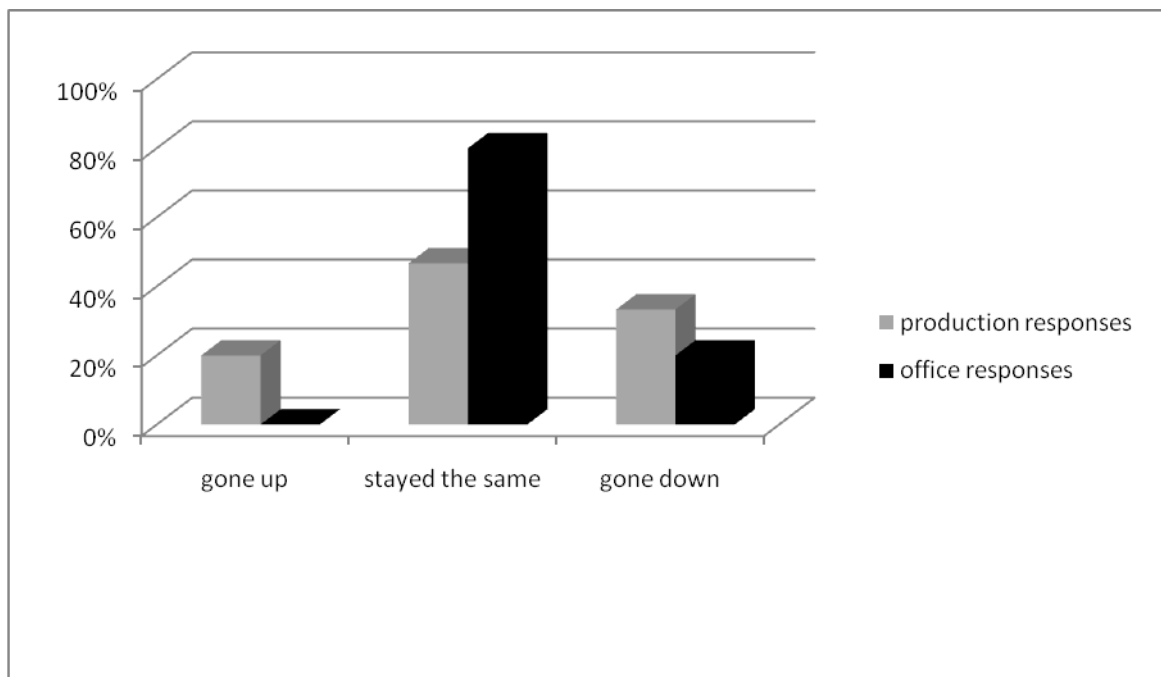
PRODUCTION EMPLOYEES

20% of respondents reported that their level of satisfaction has gone up

46,67% of respondents reported that their level of satisfaction has stayed the same

33,33% of respondents reported that their level of satisfaction had gone down

OFFICE EMPLOYEES

80% of respondents reported that their level of satisfaction stayed the same

20% of respondents reported that their level of satisfaction has gone down

As the level of job satisfaction of majority of employees stays the same for six months. It can be assumed that the perceived quality of job did not change during this period. However, significant decrease in the level of satisfaction can be observed within the group of production employees.

Question 3: If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how:

The following comments and/or suggestions were given:

1. Supervisors should be more open for suggestions of staff

2. Keep everyone informed

3. No transparency- channel to direct communication unclear

4. Ok as it is

5. There is no information about working plan, company progress, about future plans, process is confusing at some areas

6. Too many changes in shifts and plan of work

7. There is too many time changes and mixing shifts and people. Strong teams should be done and kept

8. Clear chain of command must be established

The type of comments given by the employees suggest that the organisational communication is not working properly according to the employees. The issue relating to direct communication with supervisors (supervisory communication) concerns the production supervisors since the office employees do not have any objections in relation to that issue. The more specific issues mentioned above relate to daily operations is production. Therefore, it can be assumed the organisational communication in production department is of worse quality than communication in the offices.

II.   Communication Satisfaction Factors

There are five propositions included in each of eight factors.

1. *Organisational Integration (propositions in section A: 1, 2, 7, 8, 12)*

Information about my progress in my job (A1)
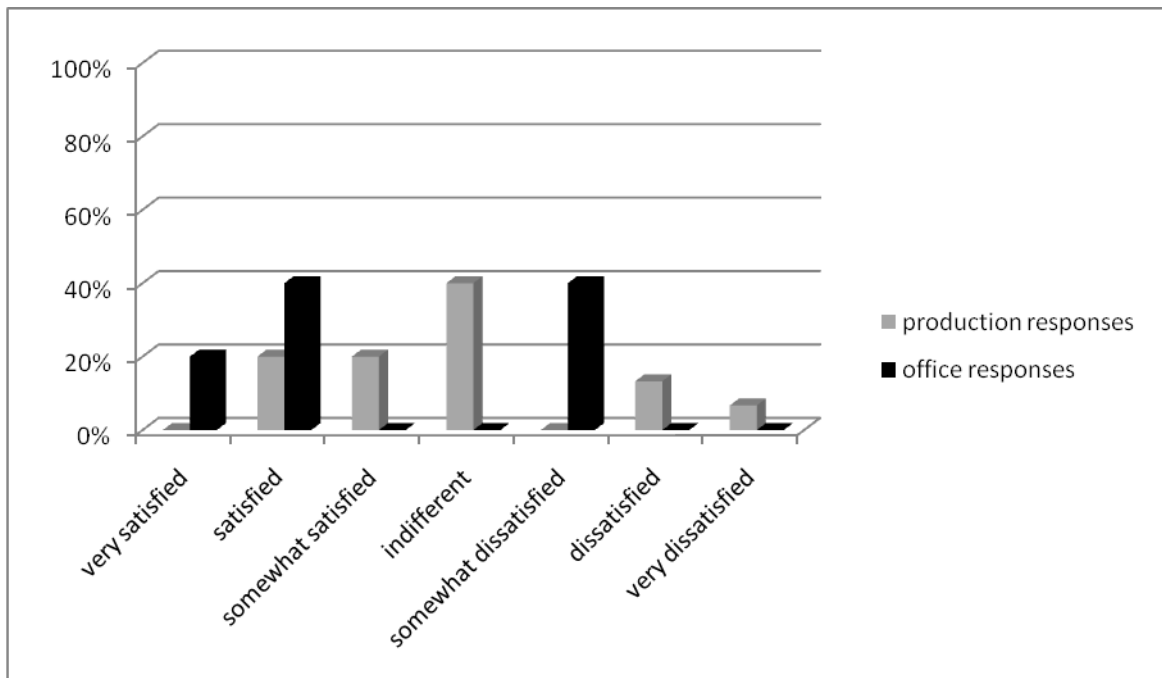
PRODUCTION EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Personnel news (A2)

PRODUCTION EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied
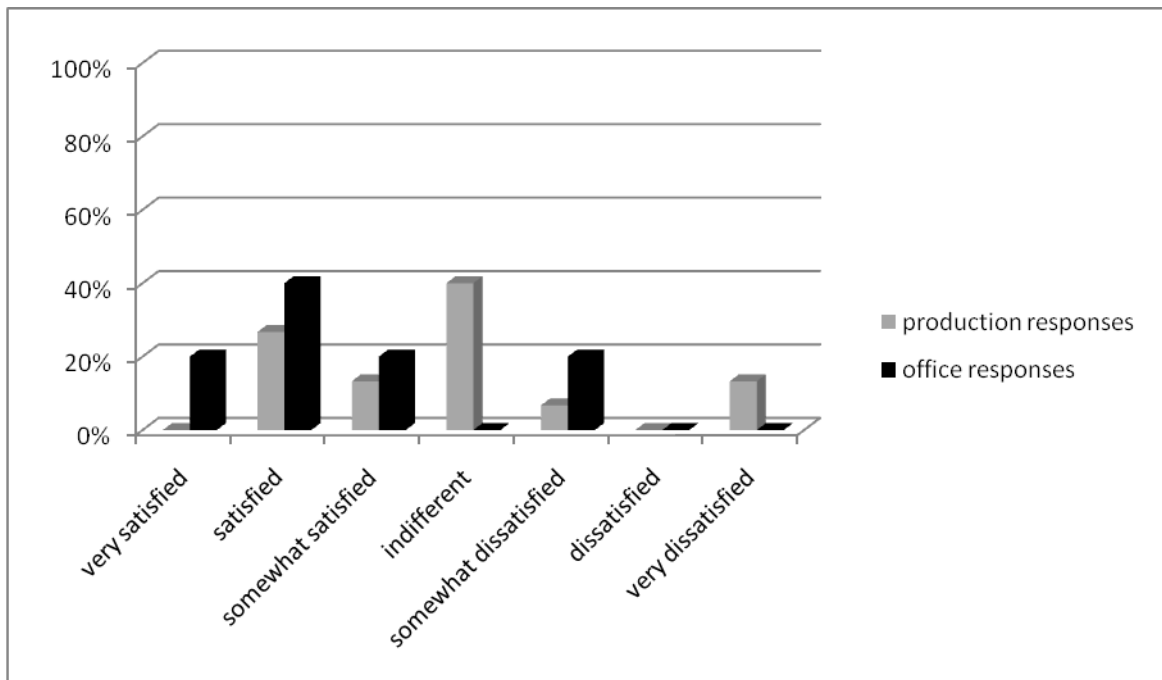
40% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

80% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about departmental policies and goals (A7)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

26,67% of respondents is indifferent

46,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about the requirements of my job (A8)

PRODUCTION EMPLOYEES

46,67% of respondents is very satisfied, satisfied or somewhat satisfied
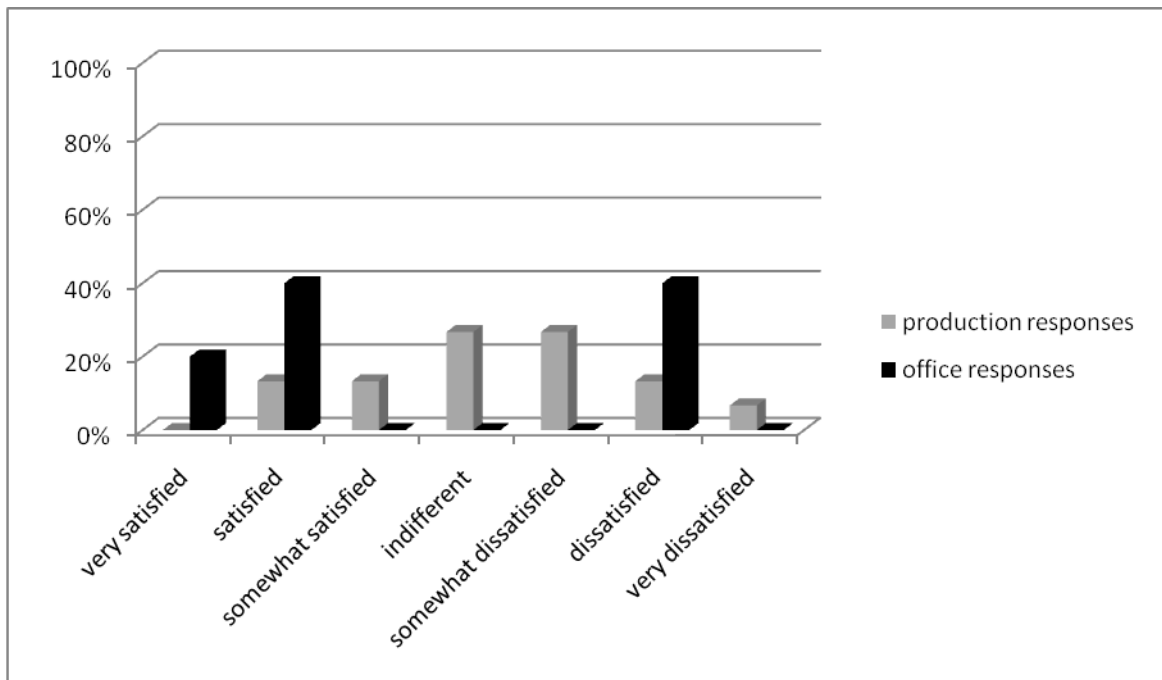
26,67% of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about benefits and pay (A12)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

13,33% of respondents is indifferent

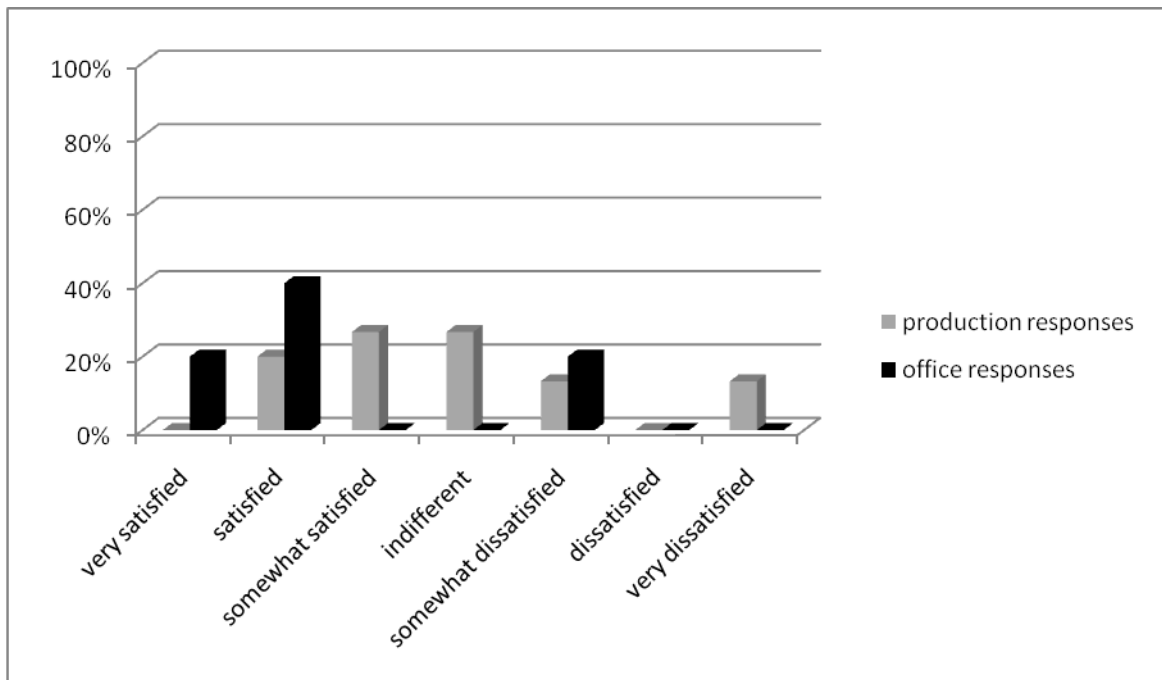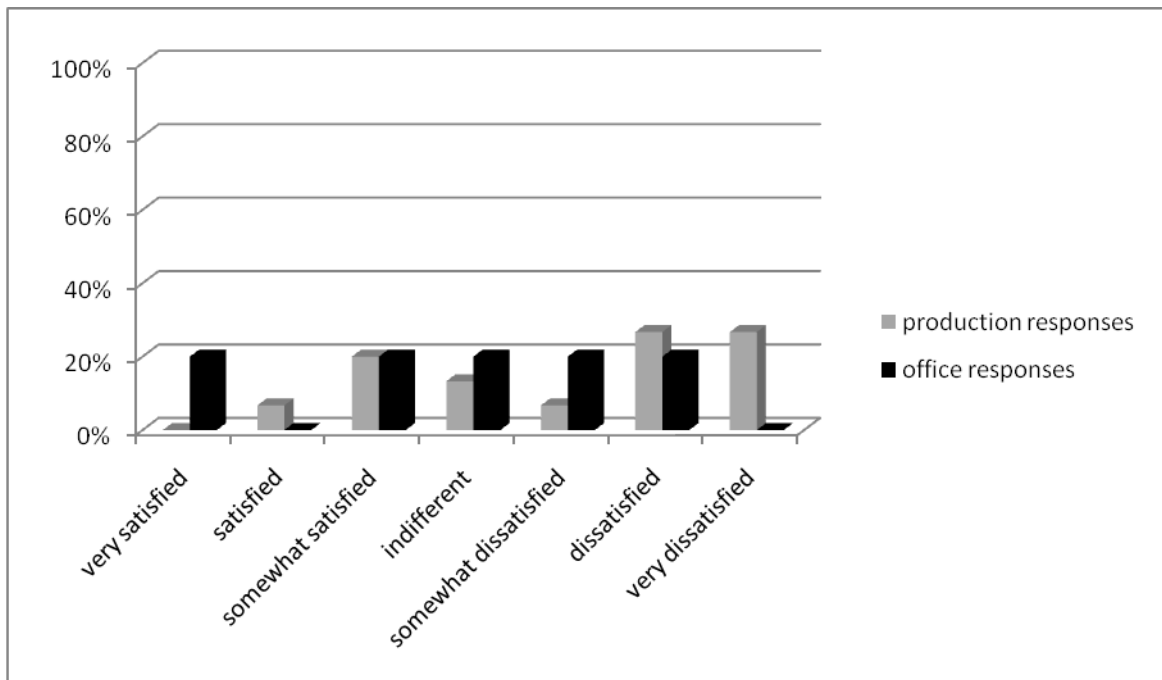60% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

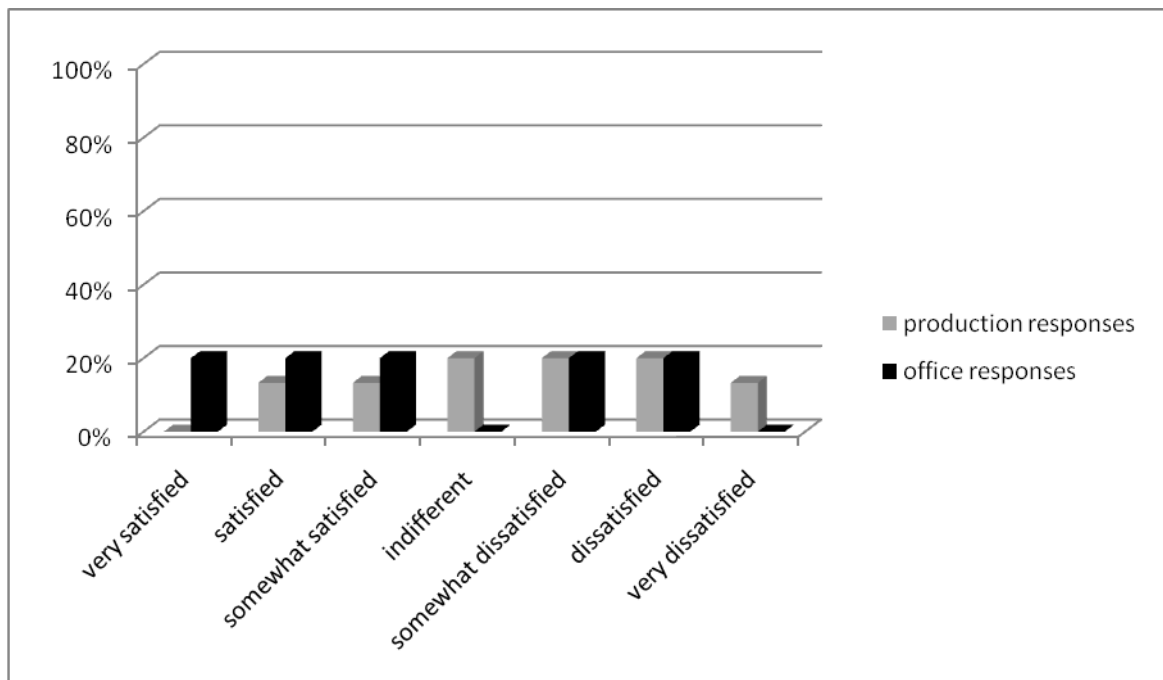40% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Organisational Integration examines the information employees receive about their job and related items, such as policies and benefits. Also included is information about what is happening currently, what departments are doing, and personnel news. Information about such matters makes employees feel they have been integrated (Downs & Hazen 1977). The responses to above five propositions can suggest that the employees do not feel integrated or they do not identify with the organisation. The critically low satisfaction with information received by production employees about departmental policies and goals and about the requirements concerning their job can suggest significantly low amount of information flow between subordinates and their direct supervisors. Such issue can affect daily production operations significantly. The level of organisational integration among the office personnel seems to be naturally higher due to different job level requirements, and more satisfying level of upward openness communication.

2. *Supervisory Communication (propositions in section B: 3, 5, 8, 12, 17)*

Extent to which my supervisor listens and pays attention to me (B3)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

53,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which my supervisor offers guidance for solving job related problems (B5)

PRODUCTION EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

26,67% of respondents is indifferent

53,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

80% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

Extent to which my supervisor trusts me (B8)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

100% of respondents is very satisfied, satisfied or somewhat satisfied

Extent to which my supervisor is open to ideas (B12)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

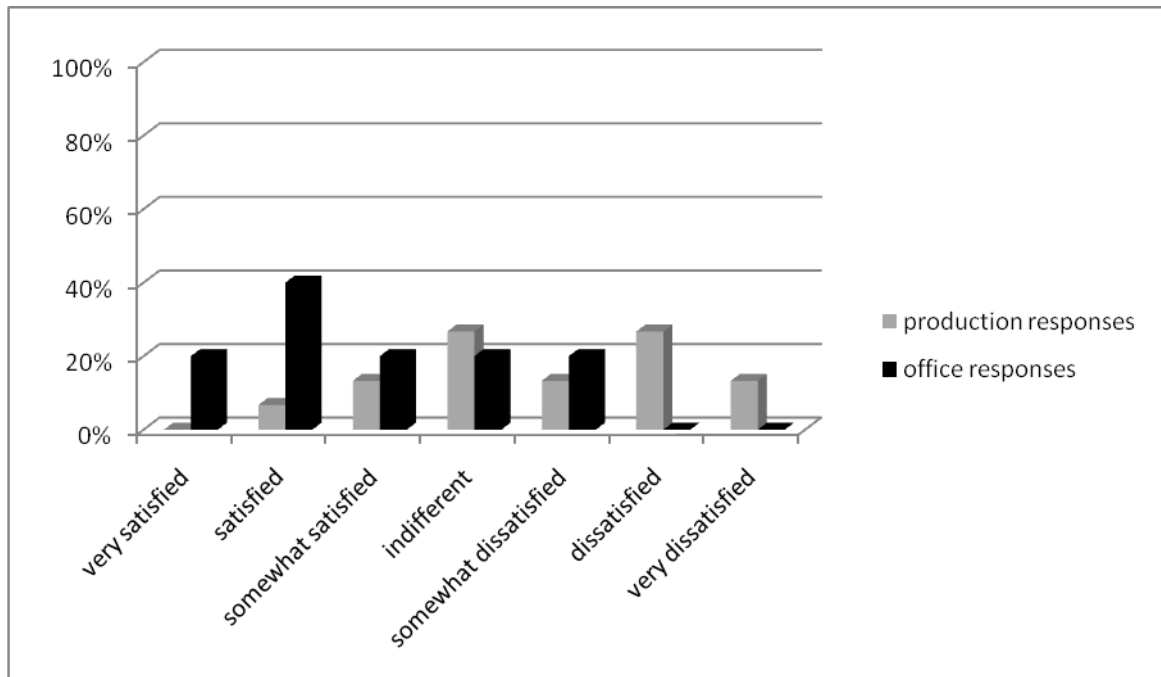53,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

100% of respondents is very satisfied, satisfied or somewhat satisfied

Extent to which the amount of supervision given me is about right (B17)

PRODUCTION EMPLOYEES

46,67% of respondents is very satisfied, satisfied or somewhat satisfied
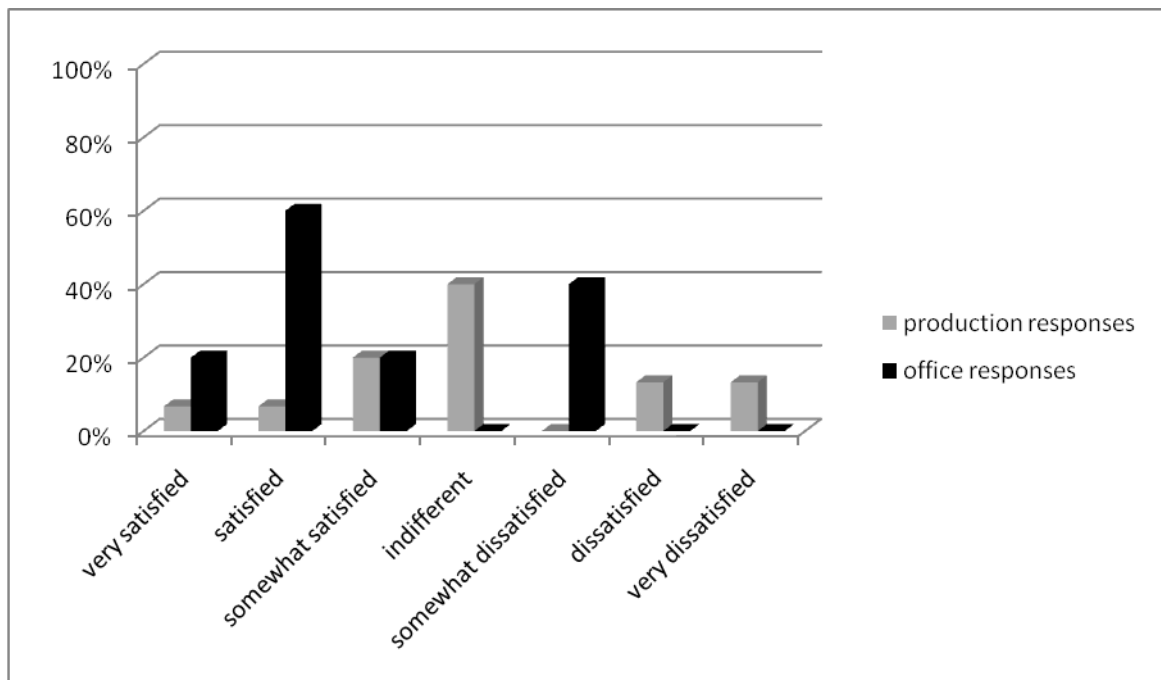
20% of respondents is indifferent

33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Relationship to Superiors includes the components of upward and downward communication. This factor measures the openness of superiors to subordinates as well as superiors' ability to listen. Superior's perceived trust of the employee is incorporated in two of the items (Downs & Hazen 1977). Again, the responses of production employees and their office staff differ significantly. The office supervisors tend to be perceived more positively than those supervising production employees and daily operations. Not only the nature of job affects the supervisory communication, but also relatively limited access to production supervisors. Therefore, the communication with them is perceived by their subordinates as poor.

3. *Personal Feedback (propositions in section A: 4, 5, 6, 11, section B: 1)*

Information about how my job compares with others (A4)

PRODUCTION EMPLOYEES

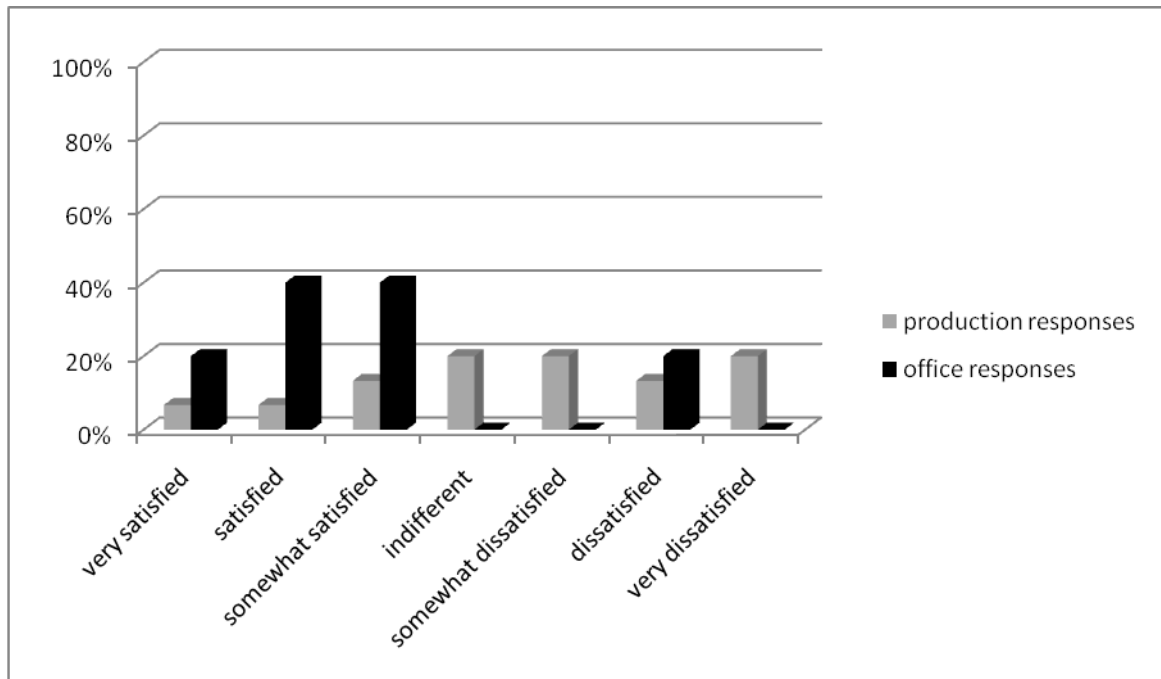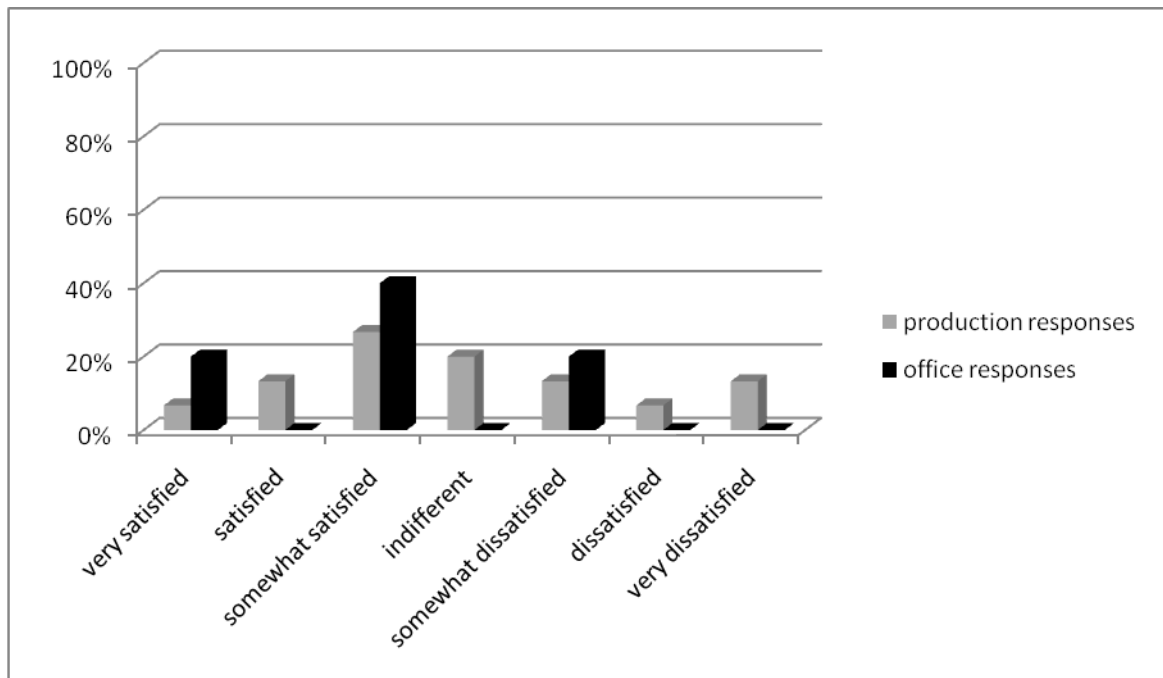13,33% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

53,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

60% of respondents is indifferent

Information about how I am being judged (A5)

PRODUCTION EMPLOYEES

13,33% of respondents is very satisfied, satisfied or somewhat satisfied

46,67% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Recognition of my efforts (A6)

PRODUCTION EMPLOYEES

13,33% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

66,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied
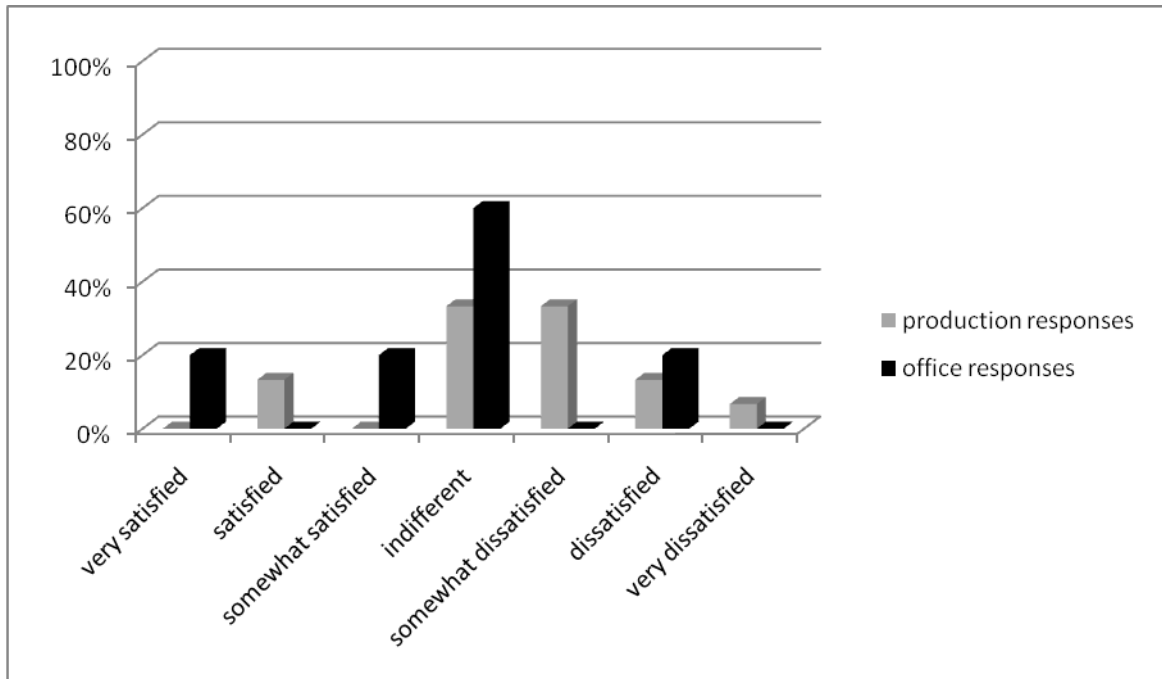
OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Reports on how problems in my job are being handled (A11)

PRODUCTION EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

13,33% of respondents is indifferent

66,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which my superiors know and understand the problems faced by subordinates (B1)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

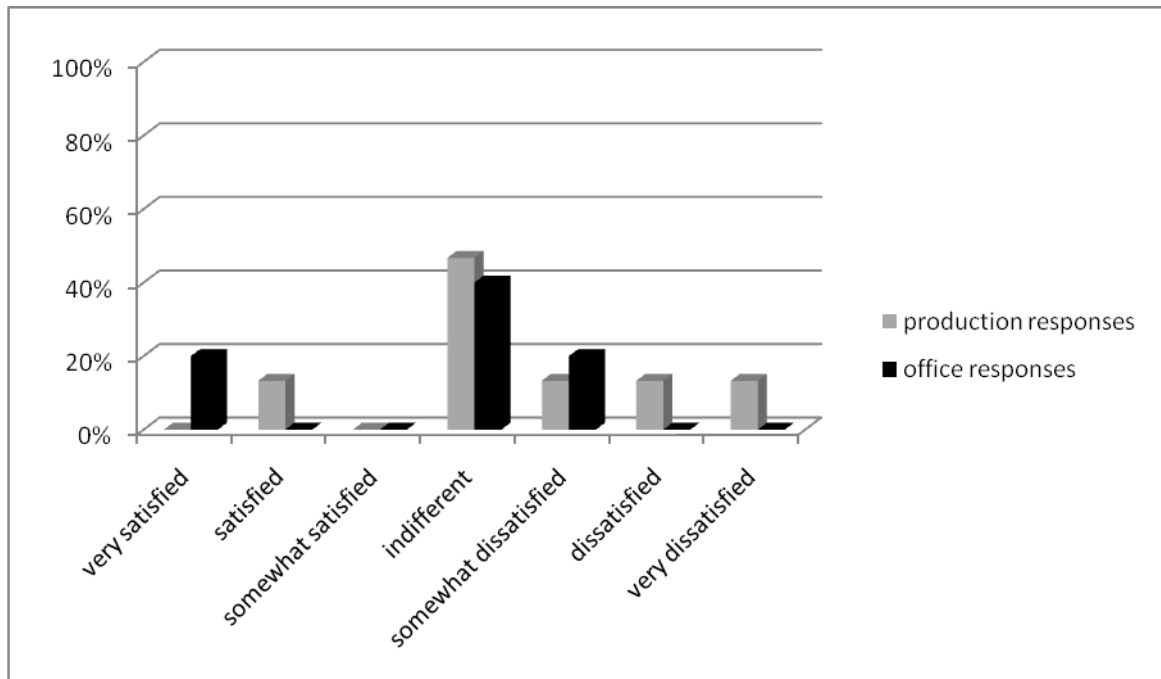33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

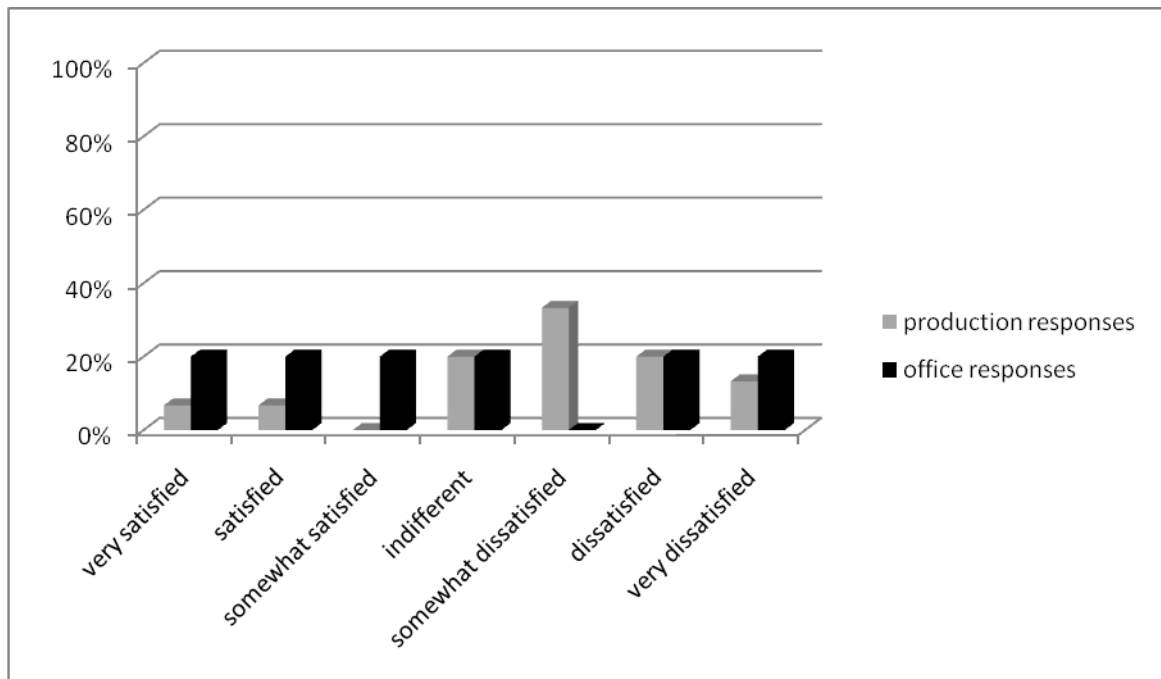20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

The Personal Feedback factor contains questions about superiors' understanding of problems faced on the job and whether or not employees feel the criteria by which they are judged are clear (Downs and Hazen 1977). Personal feedback is claimed to be the most important factor among the factors analysed in the research (Clampitt & Downs 1993). It impacts not only general level of satisfaction from work, but also the engagement, morale, and motivation of employees. The research has revealed that the satisfaction from the structure of personal feedback among production employees is critically low while the satisfaction among office staff is relatively good. It can be assumed that the structure of personal feedback should be reviewed.

4. *Corporate Information (propositions in section A: 3, 9, 10, 13, 14)*

Information about organisational policies and goals (A3)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied
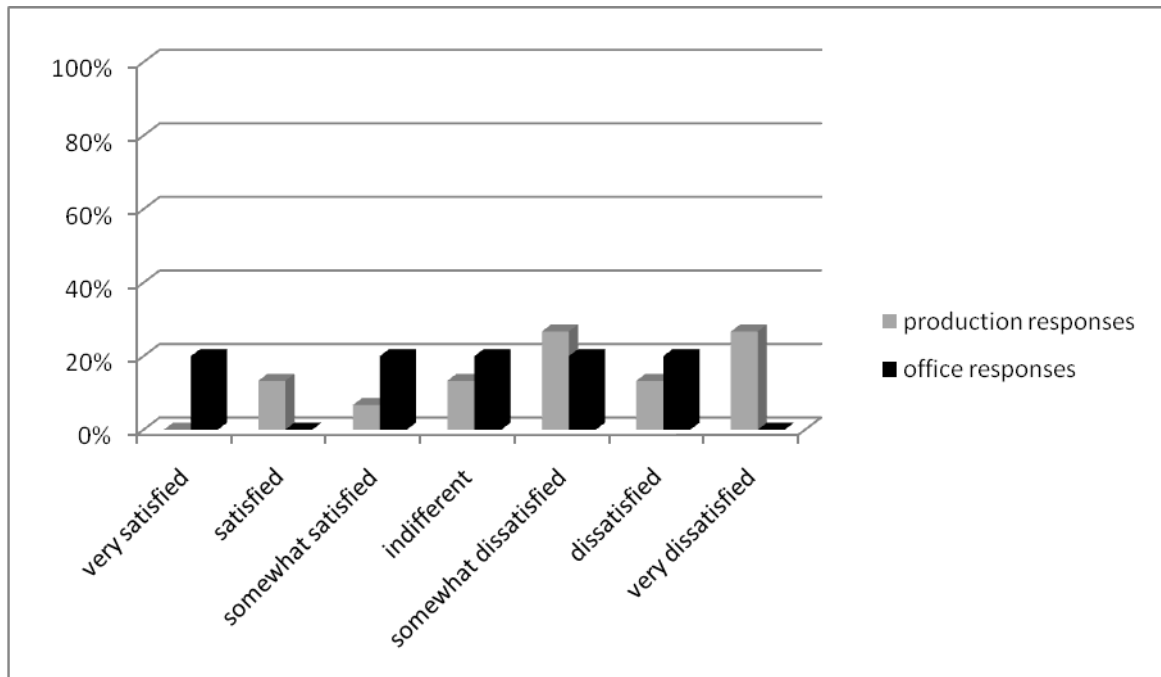
OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about government action affecting my organisation (A9)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

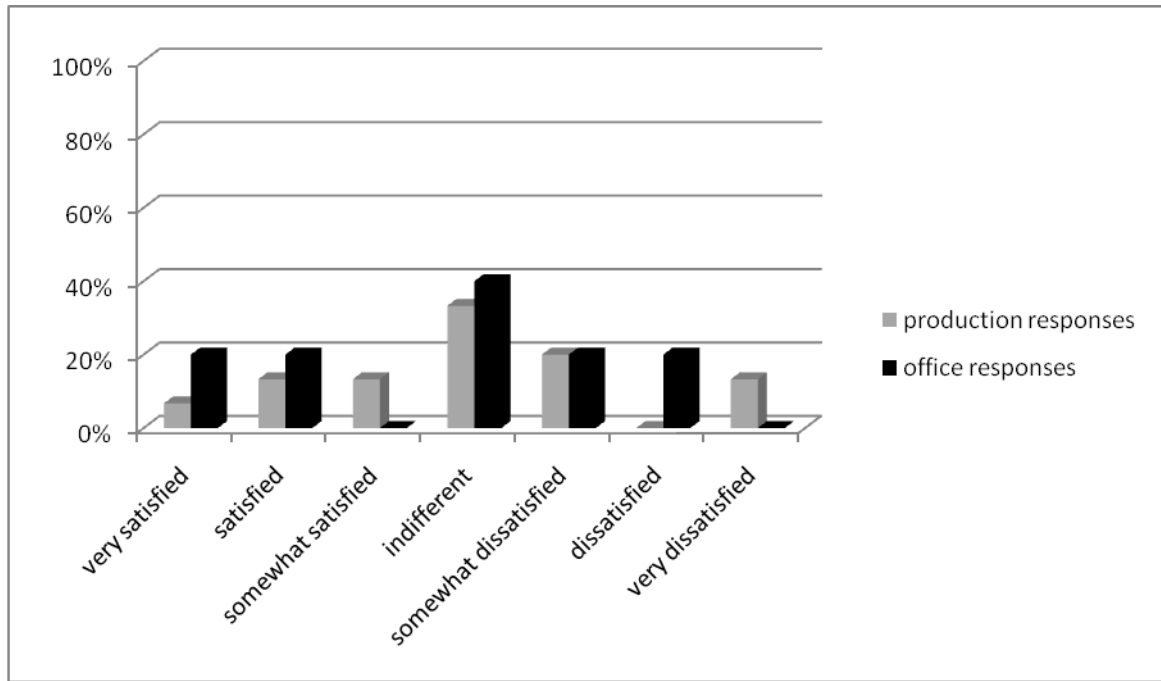40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about changes in our organisation (A10)

PRODUCTION EMPLOYEES

13,33% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

66,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

80% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about our organisation's financial standing (A13)

PRODUCTION EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

46,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

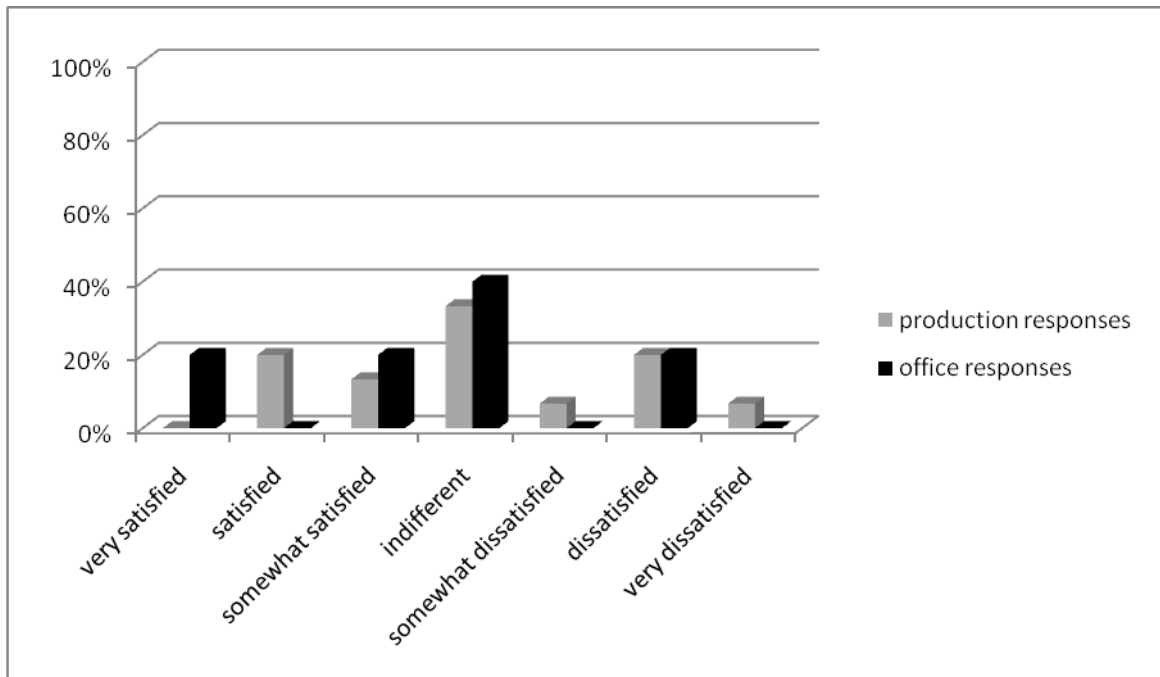20% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Information about accomplishments and/or failures of the organisation (A14)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

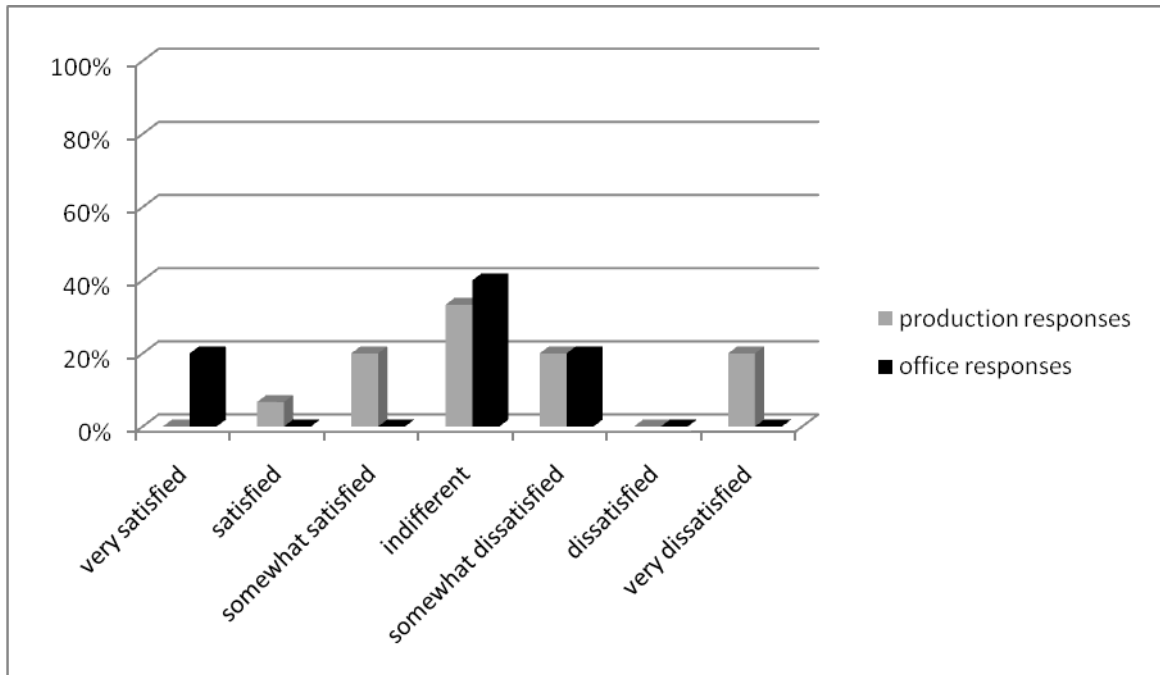40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Organisational Perspective examines the information given out concerning the corporation and its goals and performance. It also encompasses knowledge about external events such as new government policies, which influence the organisation (Downs & Hazen 1977). The responses given in the questionnaire suggest that the information relating to the organisational policies and goals is perceived by the organisational employees as not sufficient. Also informational background concerning the implementation of changes is claimed to be poor. Therefore, the change management, significant in terms of organisational operations is not handled in a manner satisfying for the employees. The employees are not fully aware of any failures occurring in business operations of the company.

5. *Communication Climate (propositions in section B: 2, 4, 6, 9, 10)*

Extent to which the organisation's communication motivates and stimulates an enthusiasm for meeting its goals (B2)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

26,67% of respondents is indifferent

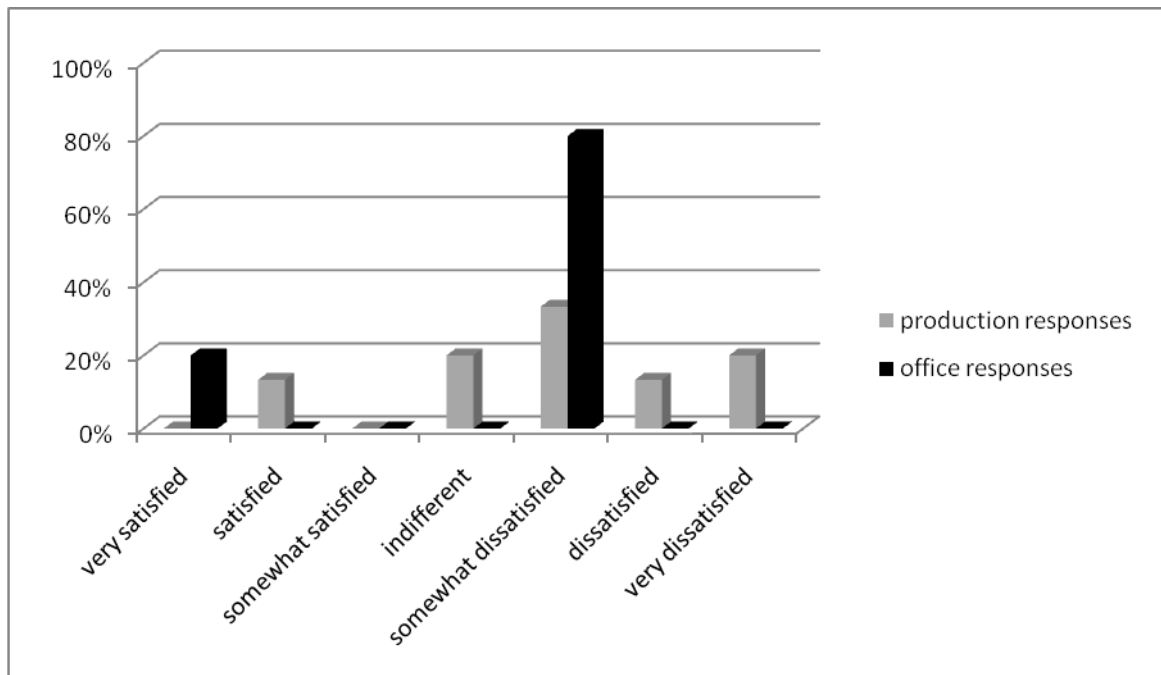40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

60% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which the people in my organisation have great ability as communicators (B4)

PRODUCTION EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

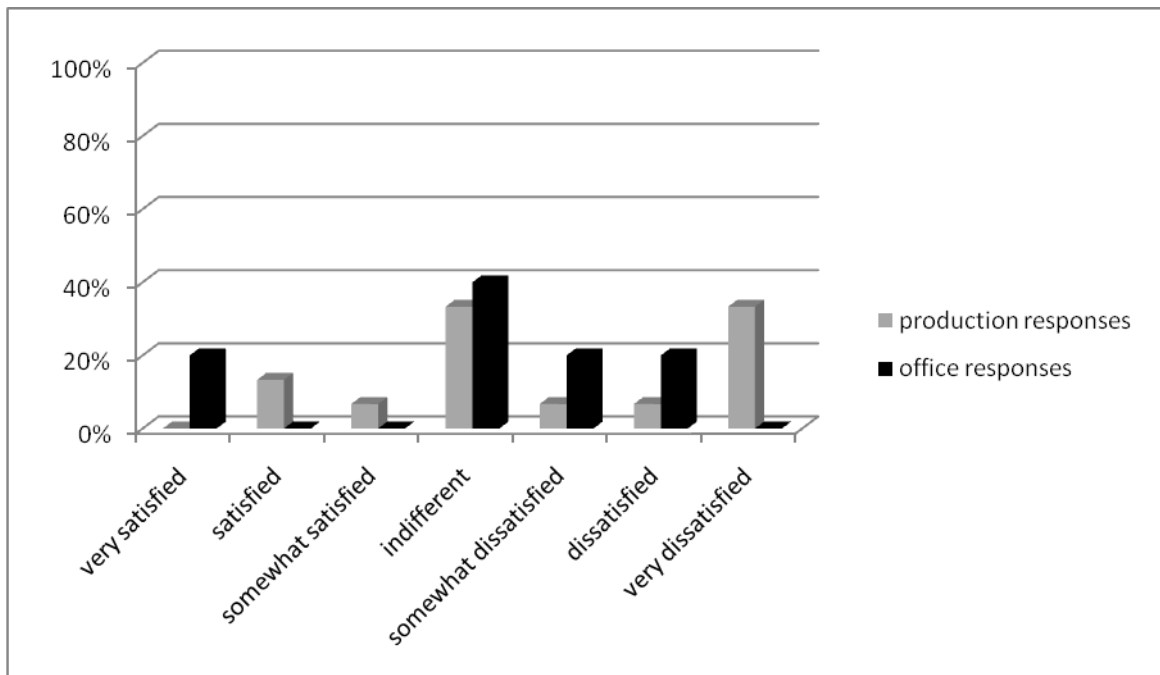26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which the organisation's communication makes me identify with it or feel a vital part of it (B6)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied
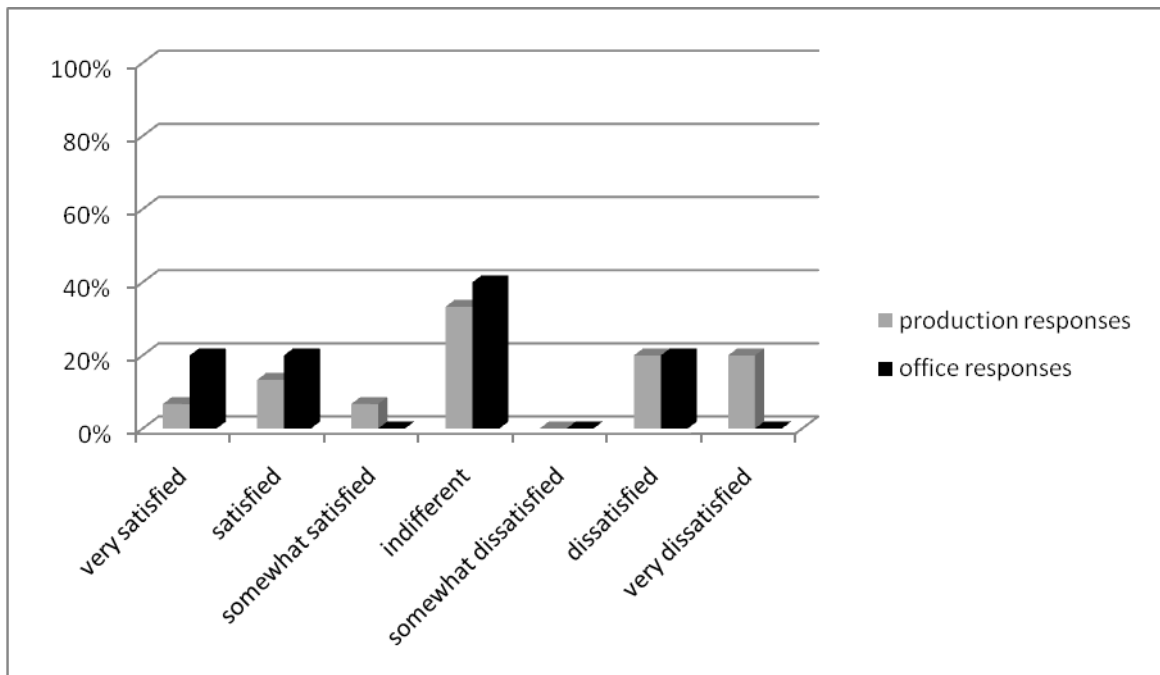
OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which I receive in time the information needed to do my job (B9)

PRODUCTION EMPLOYEES

46,67% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which conflicts are handled appropriately through proper communication channels (B10)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

26,67% of respondents is indifferent

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is indifferent
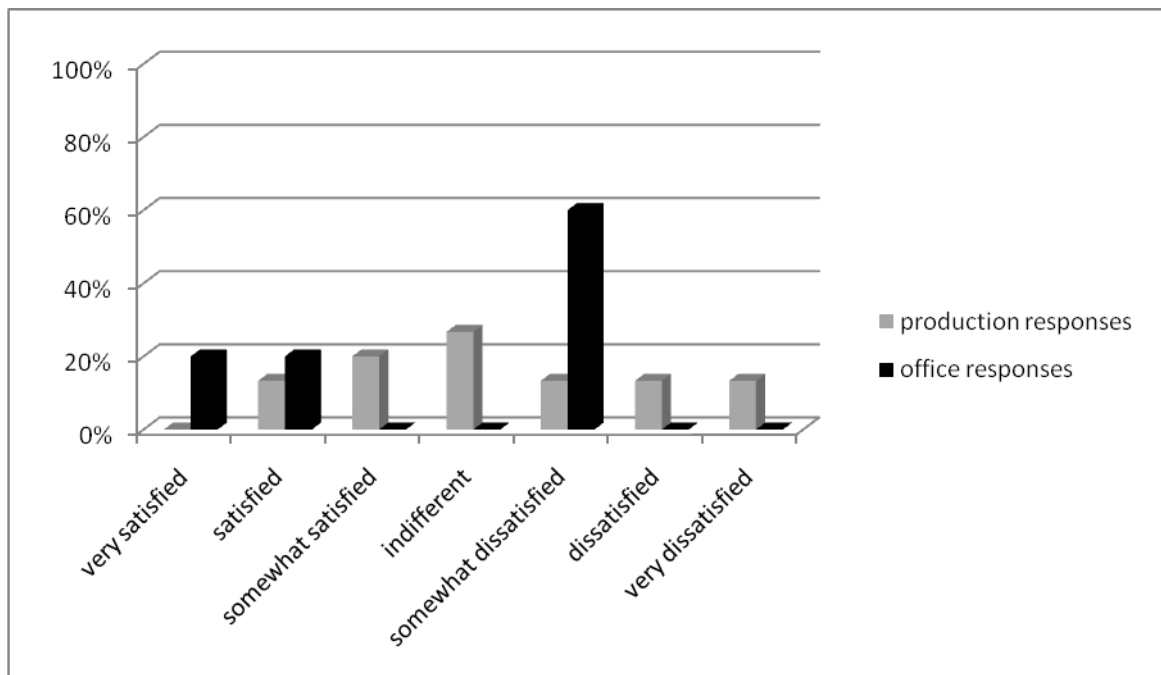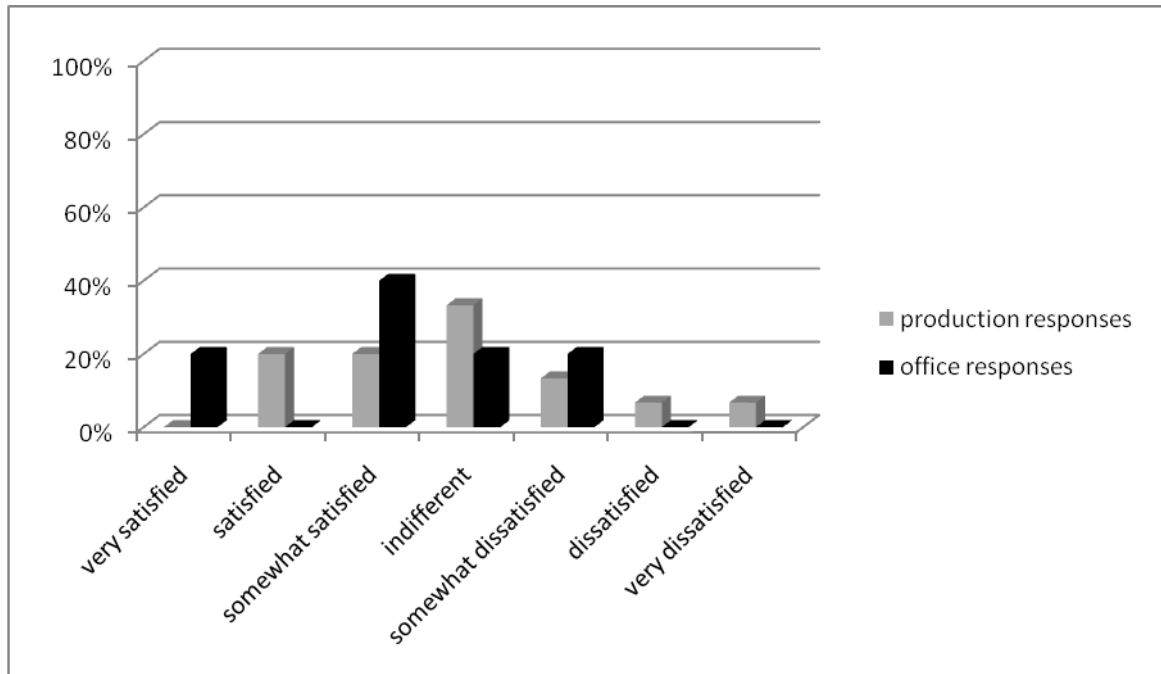
20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Communication Climate measures communication at the organisational and individual levels. It examines if the company's communication is stimulating or motivating and whether it encourages employee identification. The questions also assess the perceived communication competence of employees and the extent to which information flow assists the working process (Downs & Hazen 1977). Answers to the propositions relating to communication climate suggest that both groups of the employees, from production and office departments do not possess comprehensive information needed to perform one's job properly and to the highest standard. Organisational communication is not perceived as satisfying and motivating. Therefore, the communication does not facilitate the identification with organisation. Also conflicts are not handled in a way the employees expect them to be solved.

6. *Horizontal and Informal Communication (propositions in section B: 11, 13, 14, 15, 20)*

Extent to which the grapevine is active in our organisation (B11)

PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

46,67% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which horizontal communication with other organisational members is accurate and free flowing (B13)

PRODUCTION EMPLOYEES

40% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied
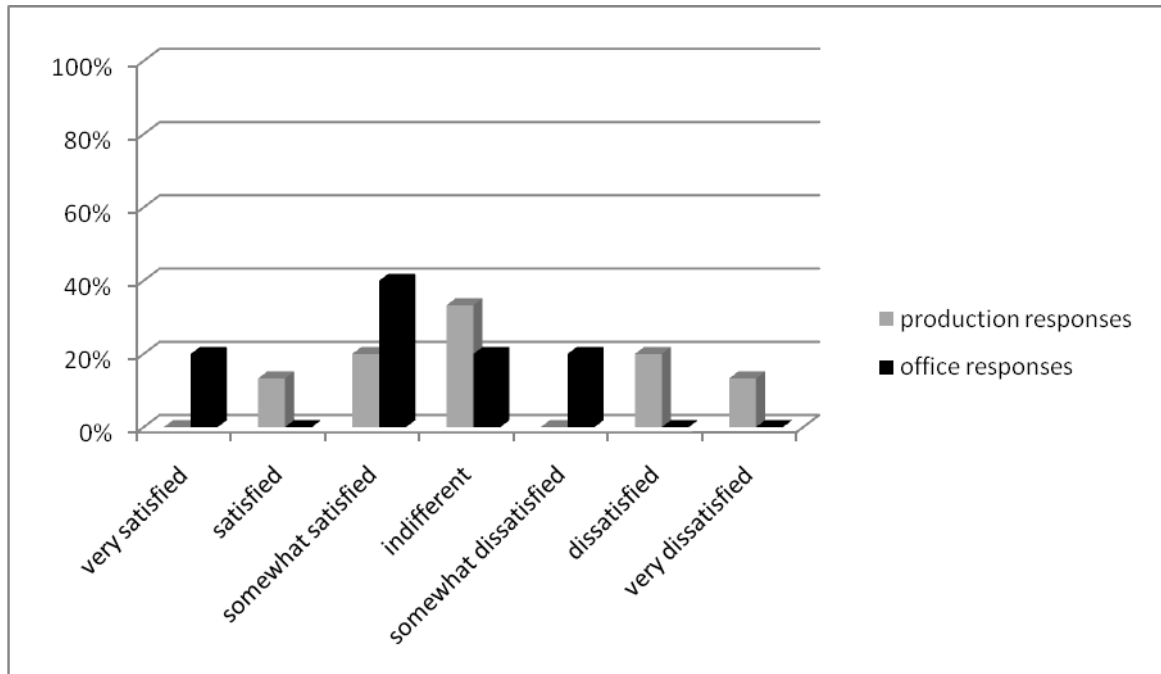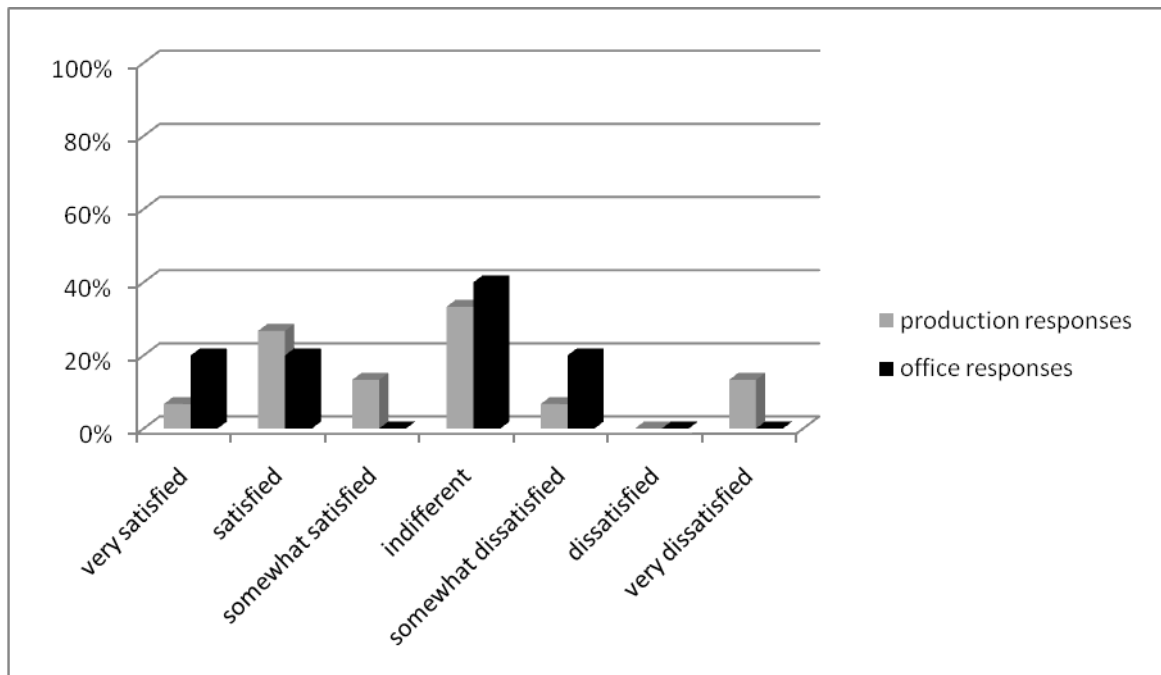
OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which communication practices are adaptable to emergencies (B14)

PRODUCTION EMPLOYEES

26,67% of respondents is very satisfied, satisfied or somewhat satisfied

46,67% of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

80% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

Extent to which my work group is compatible (B15)

PRODUCTION EMPLOYEES

53,33% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

80% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

Extent to which informal communication is active and accurate (B20)

PRODUCTION EMPLOYEES

46,67% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied
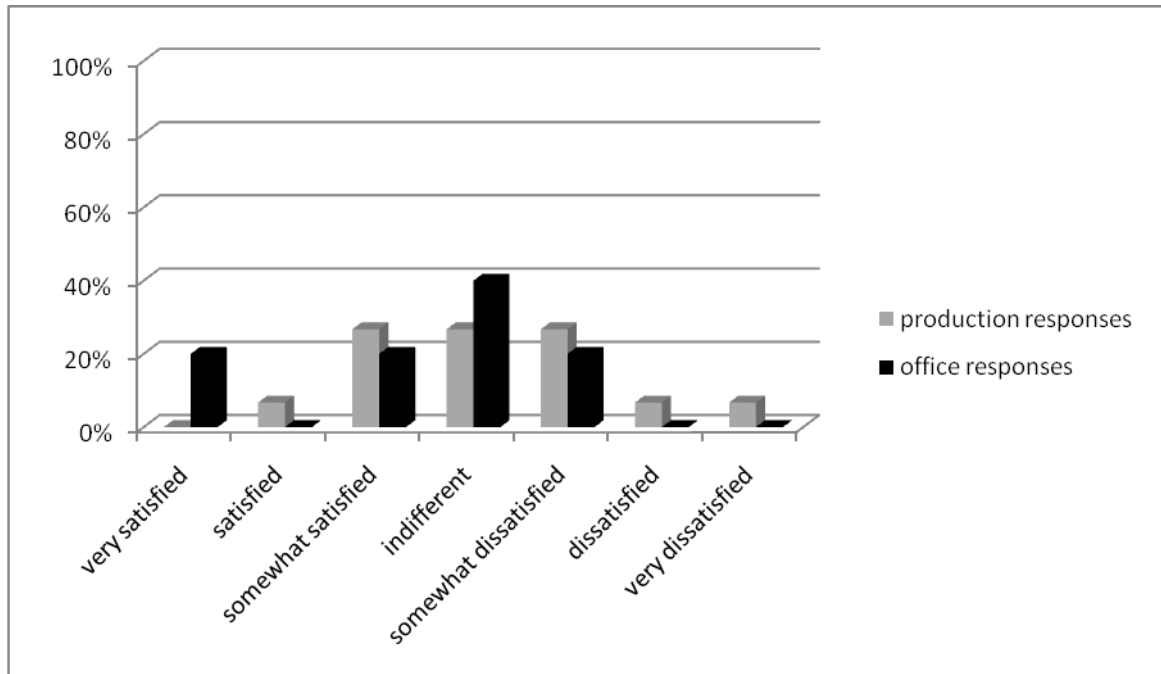
OFFICE EMPLOYEES

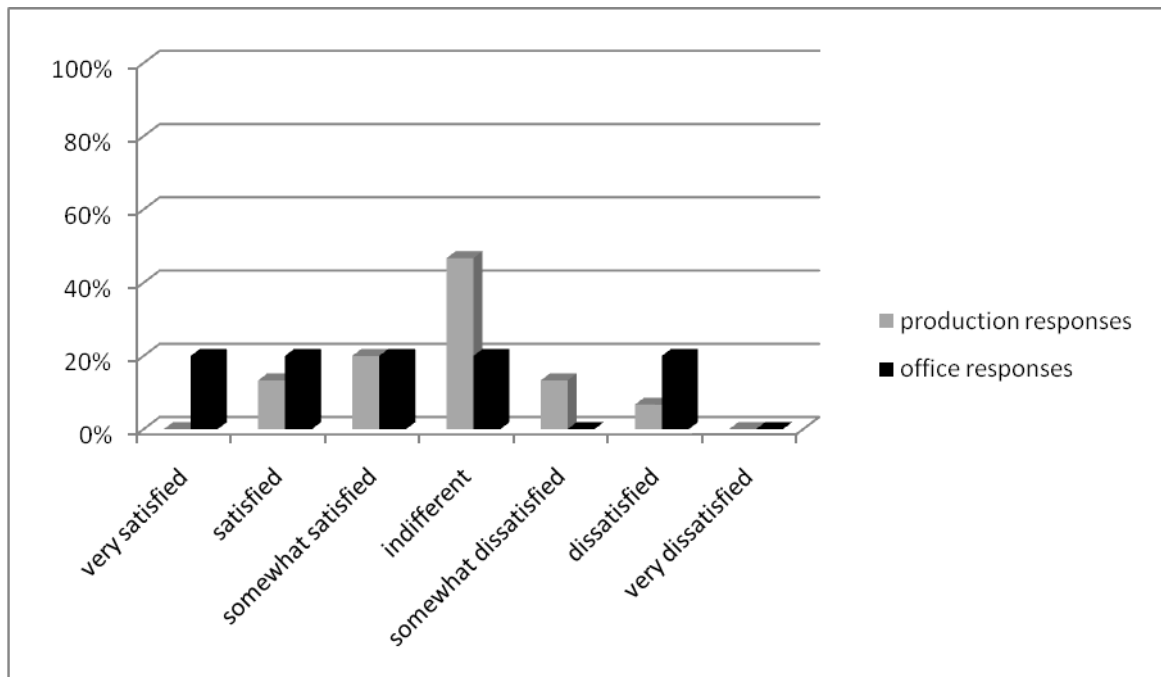80% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

Horizontal and Informal Communication questions describe the amount of activity of information networks and the accuracy of the information they contain (Downs & Hazen 1977). The responses to the questionnaire suggest that communication with co-workers is perceived relatively good. The bigger number of people that need to communicate to perform their tasks, the less compatibility of work group. It is noticeable in the production where the teams consist of more than 6 people. Therefore, the production staff do not perceive their teams as compatible work groups. Since the office employees do not need to communicate with so many other employees to perform their duties, they describe the communication with their direct co-workers as satisfying. The phenomenon of grapevine is active within the company. However, it is claimed not to be a negative and prevailing form of communication. Nonetheless, the amount of informal information is significant element within the communication channels being used in the organisation.

7. *Media Quality (propositions in section B: 7, 16, 18, 19, 21)*

Extent to which the organisation's communications are interesting and helpful (B7)
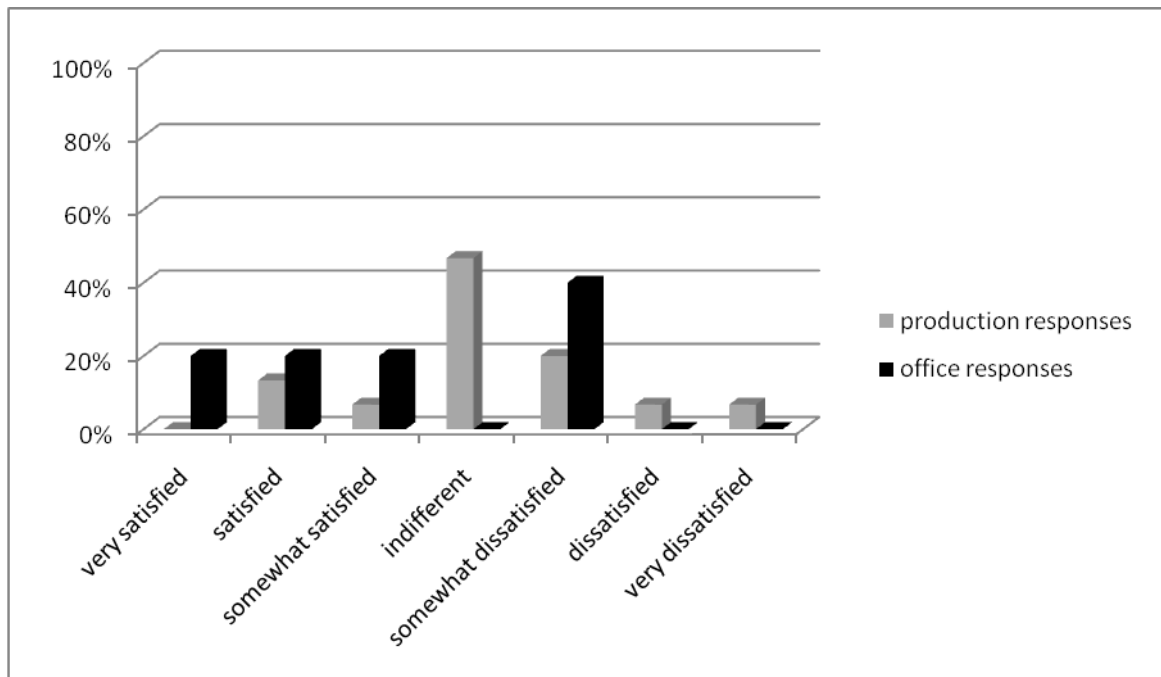
PRODUCTION EMPLOYEES

20% of respondents is very satisfied, satisfied or somewhat satisfied

46,67% of respondents is indifferent

33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which our meetings are well organised (B16)
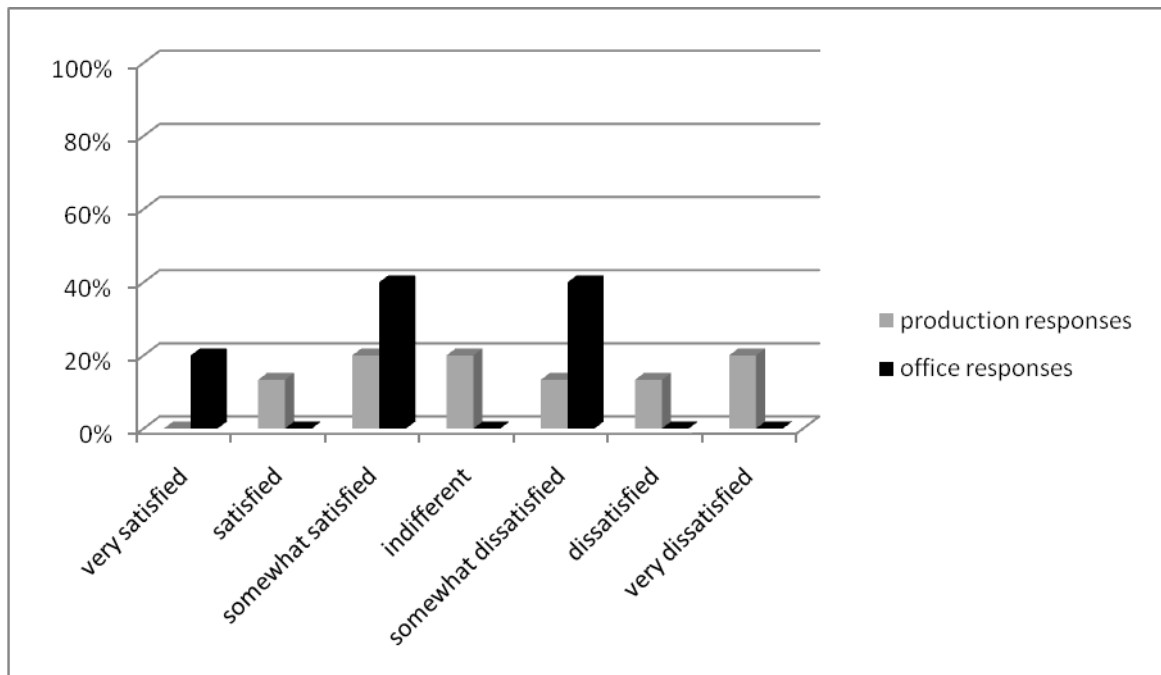
PRODUCTION EMPLOYEES

33,33% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

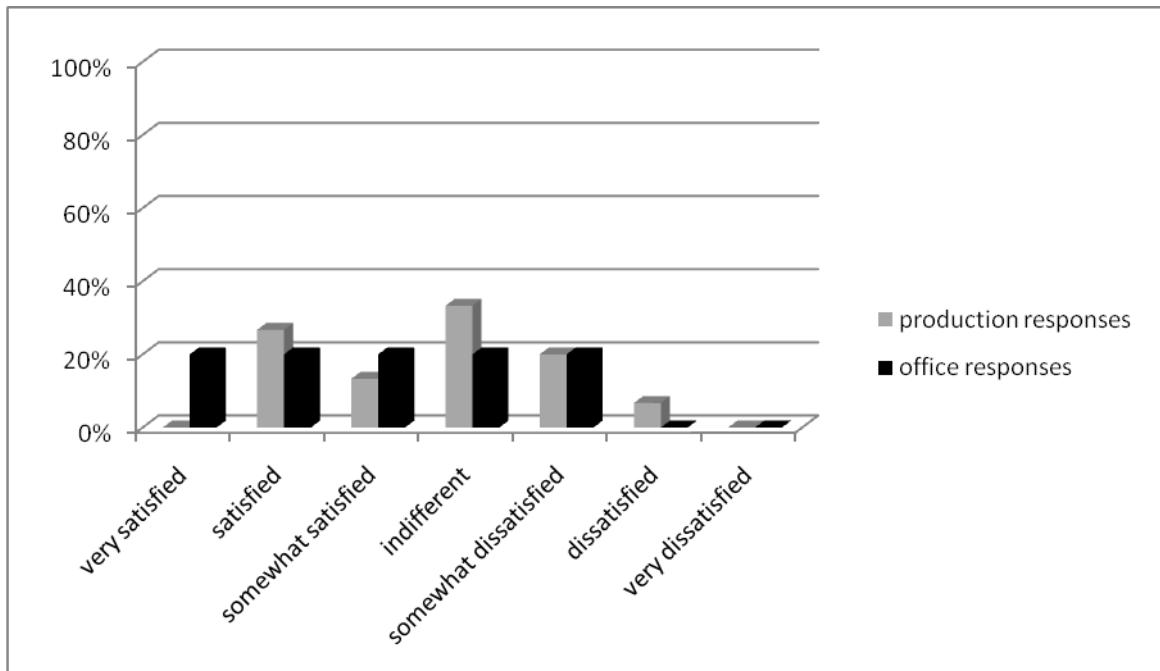46,7% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

40% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which written directives and reports are clear and concise (B18)
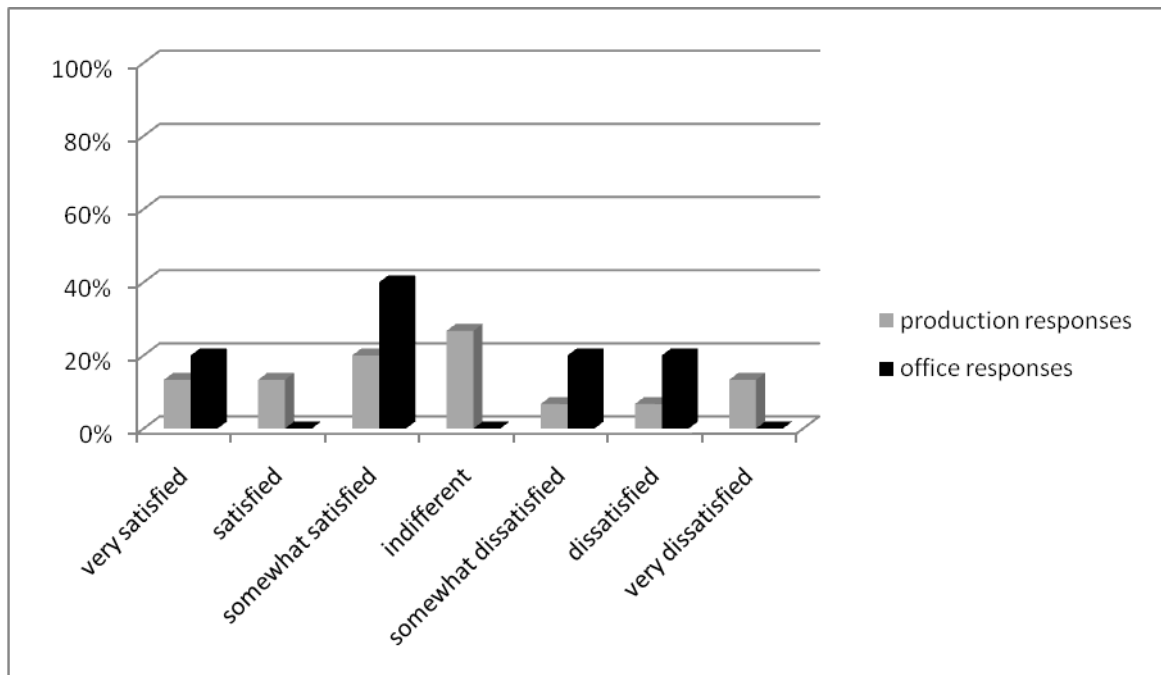
PRODUCTION EMPLOYEES

46,67% of respondents is very satisfied, satisfied or somewhat satisfied

26,67% of respondents is indifferent

26,67% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which the attitudes toward communication in the organisation are basically healthy (B19)
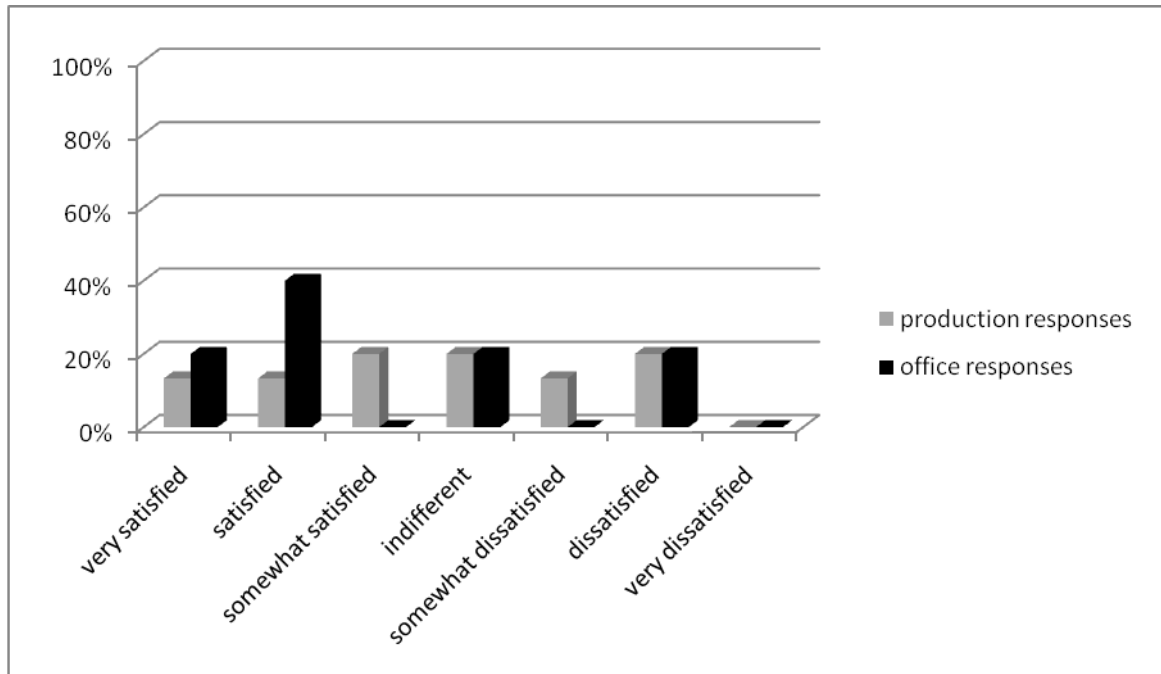
PRODUCTION EMPLOYEES

46,67% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

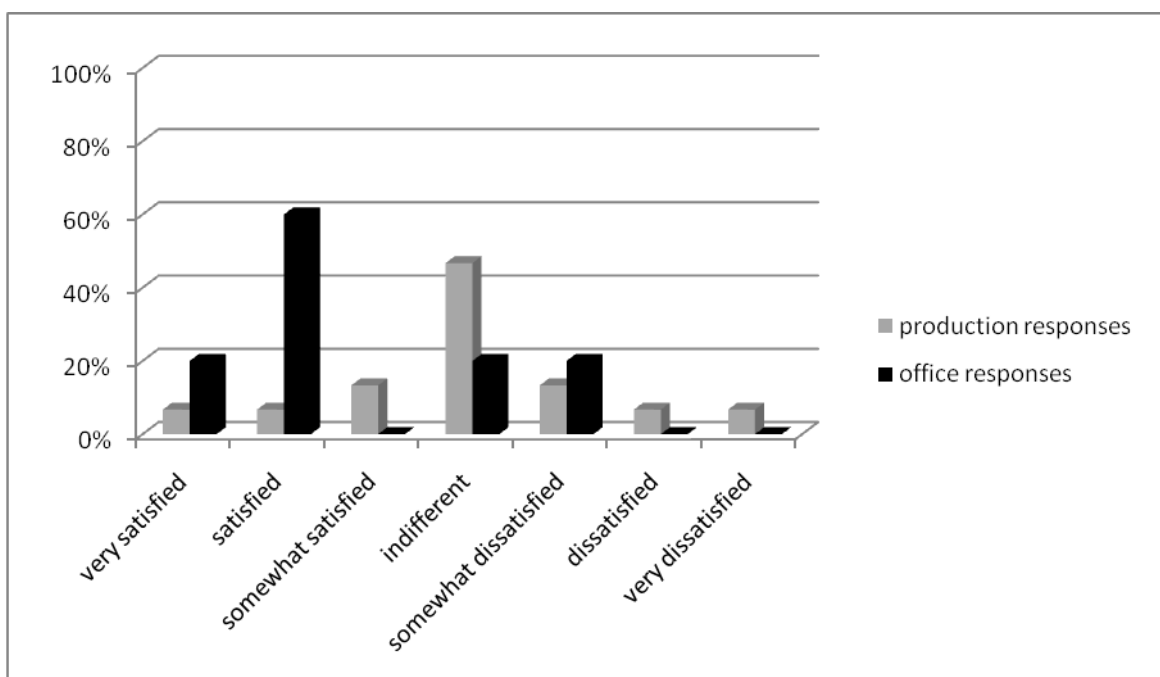33,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which the amount of communication in the organisation is about right (B21)
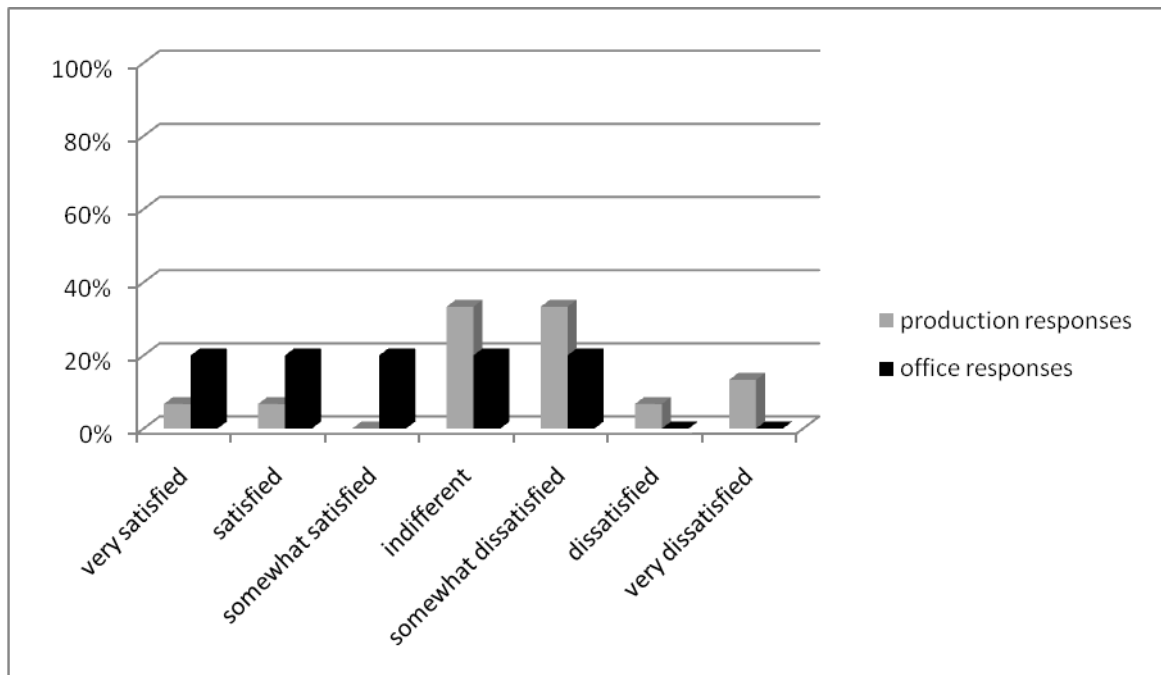
PRODUCTION EMPLOYEES

13,33% of respondents is very satisfied, satisfied or somewhat satisfied

33,33% of respondents is indifferent

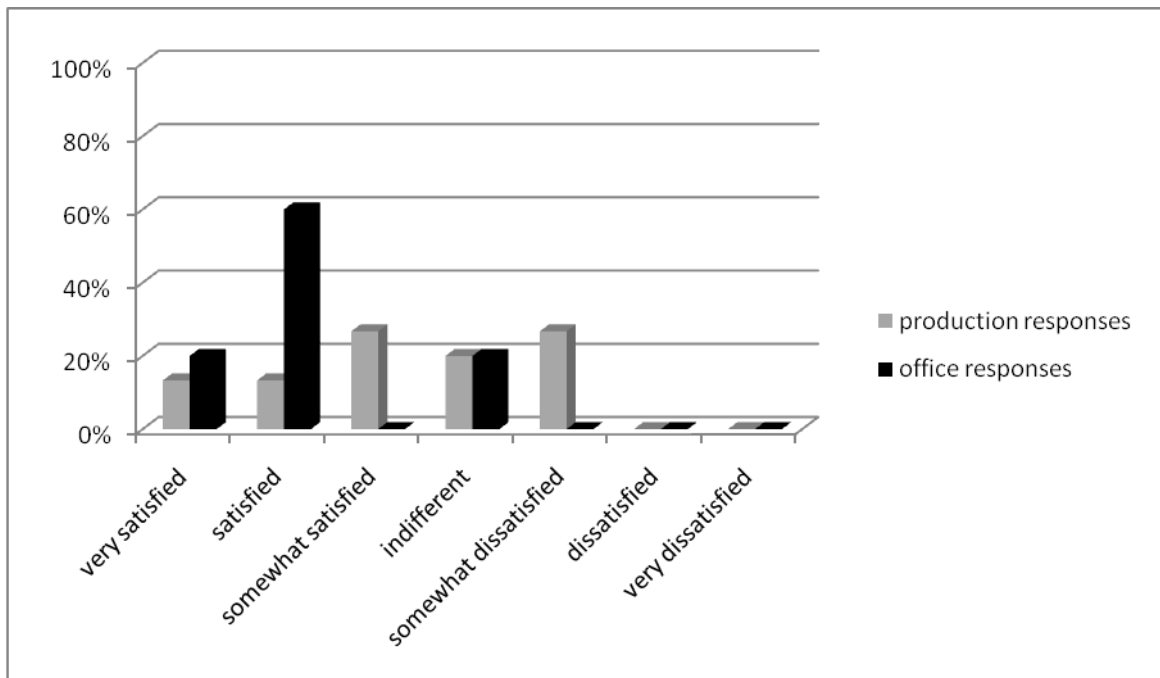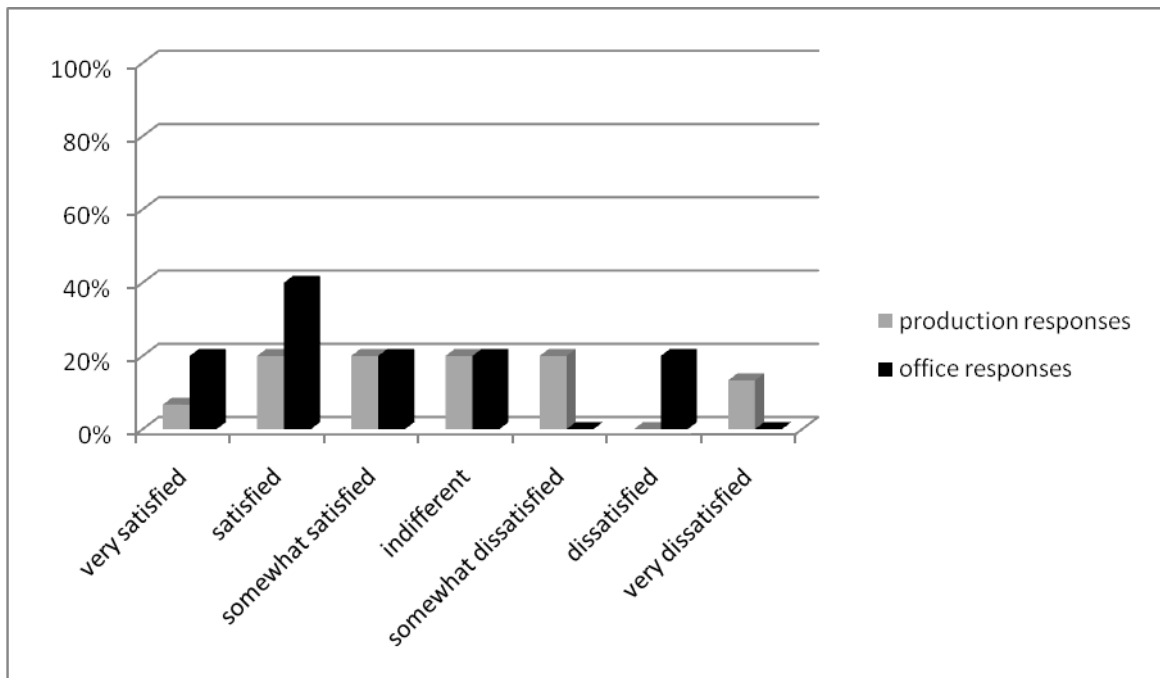53,33% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

OFFICE EMPLOYEES

60% of respondents is very satisfied, satisfied or somewhat satisfied

20% of respondents is indifferent

20% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Media Quality looks at communication within several channels (e.g., publications, memos, and meetings). Employees are asked about the helpfulness and clarity of these information sources and the quantity of information (Downs & Hazen 1977). The responses to the propositions suggest that the attitudes towards communication in the organisation are healthy. However, communication itself is not perceived as being about right. Especially communications in the production are perceived as poor and not helpful. Meetings in production are described as not well organised. The practices applied in the department seem not to be adaptable to emergencies.

8. *Supervisor-Subordinate Communication (all five propositions in section C)*

Extent to which my subordinates are responsive to downward directive communication (C1)
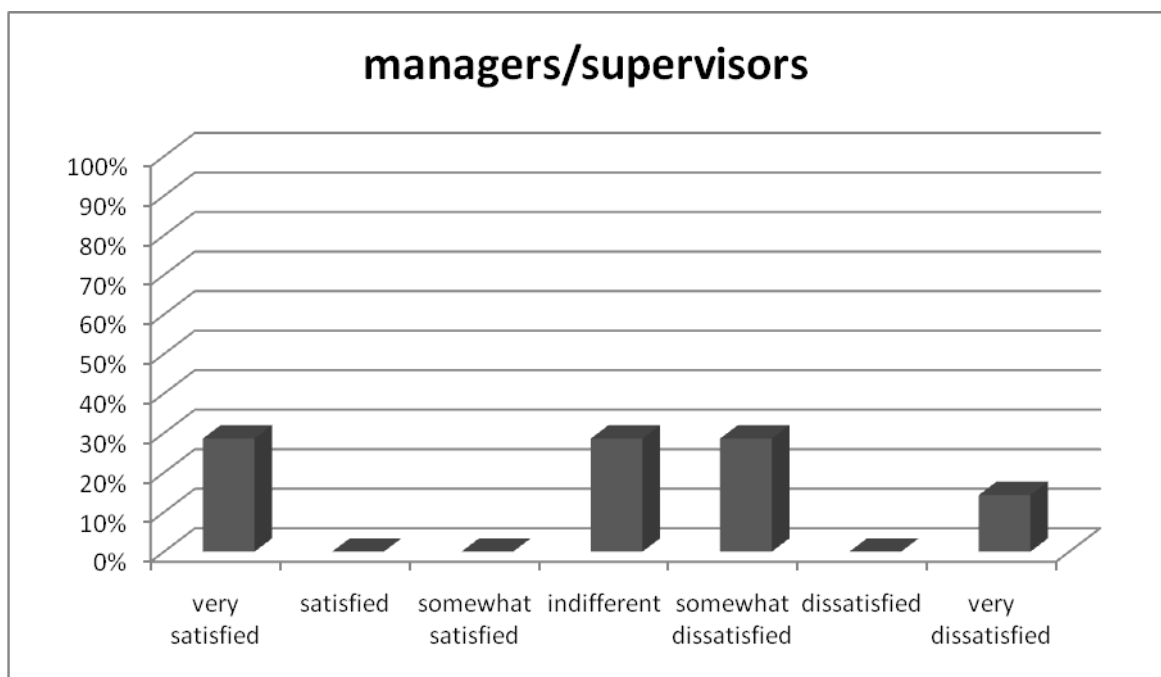
MANAGERS/SUPERVISORS

28,57% of respondents is very satisfied, satisfied or somewhat satisfied

28,57% of respondents is indifferent

42,86% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

**Extent to which my subordinates anticipate my needs for information (C2)**
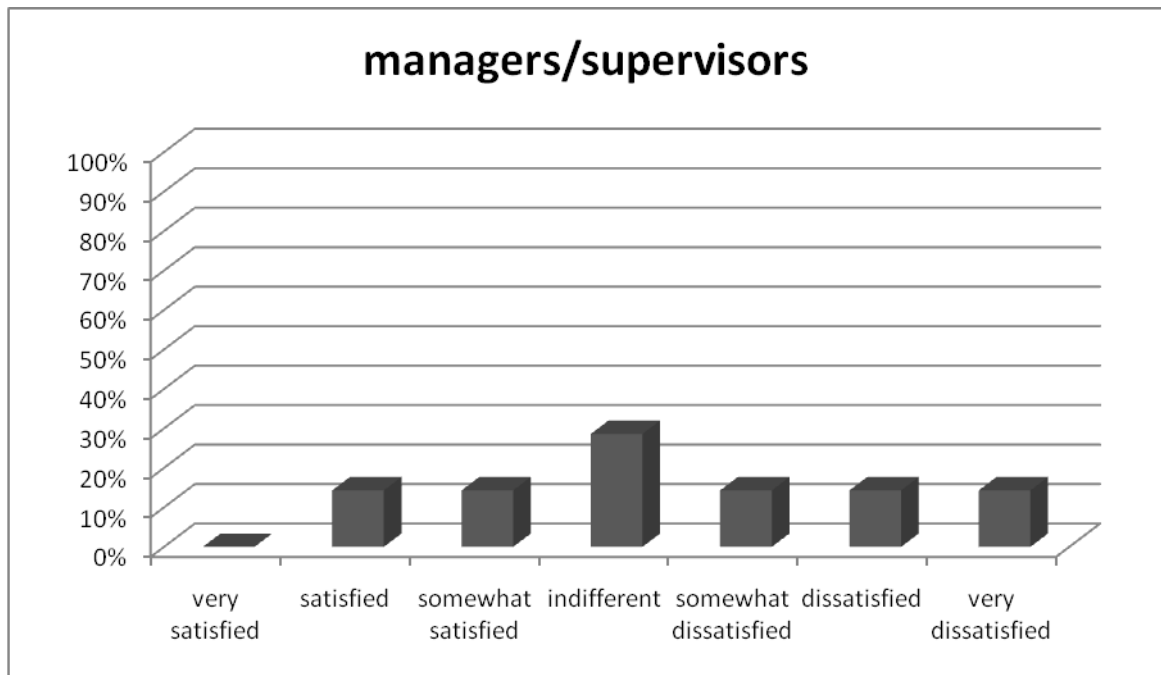
MANAGERS/SUPERVISORS

28,57% of respondents is very satisfied, satisfied or somewhat satisfied

28,57% of respondents is indifferent

42,86% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which I do not have a communication overload (C3)
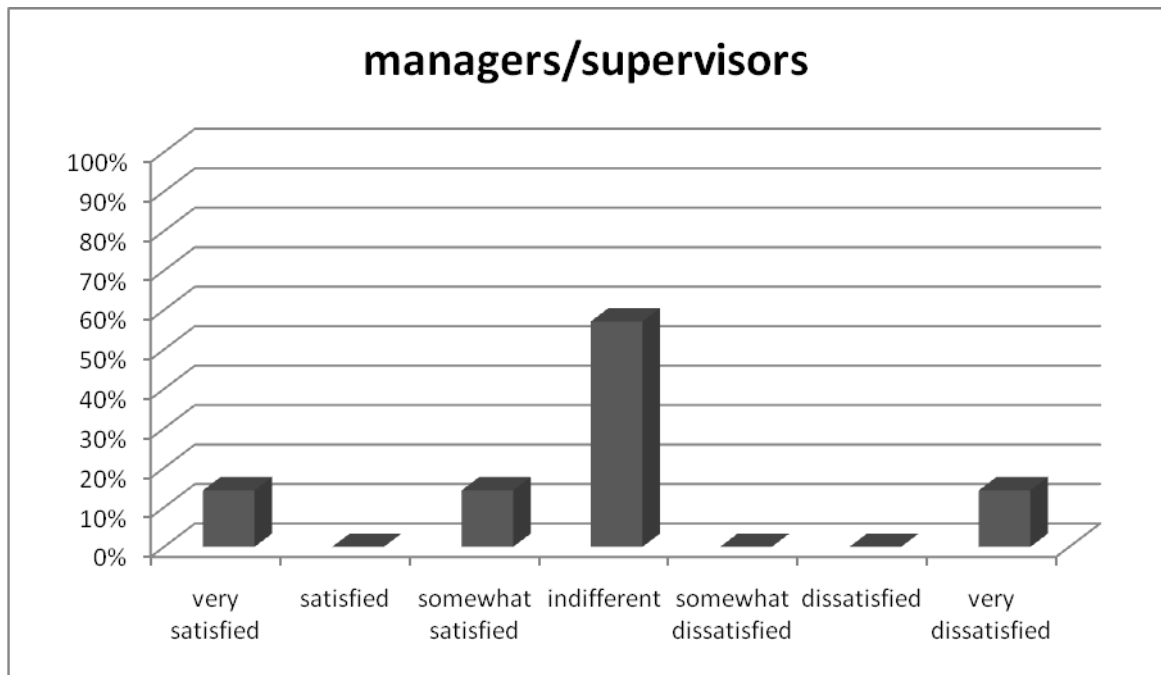
MANAGERS/SUPERVISORS

28,57% of respondents is very satisfied, satisfied or somewhat satisfied

57,14% of respondents is indifferent

14,29% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms (C4)
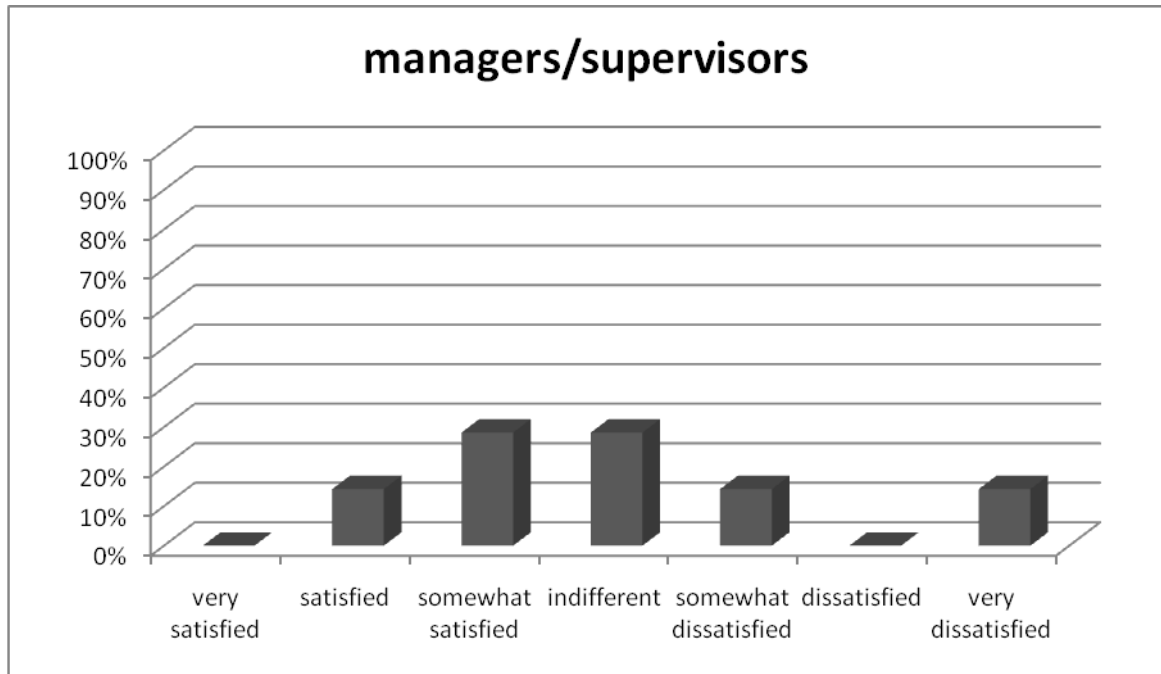
MANAGERS/SUPERVISORS

42,86% of respondents is very satisfied, satisfied or somewhat satisfied

28,57% of respondents is indifferent

28,57% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Extent to which my subordinates feel responsible for initiating accurate upward communication (C5)
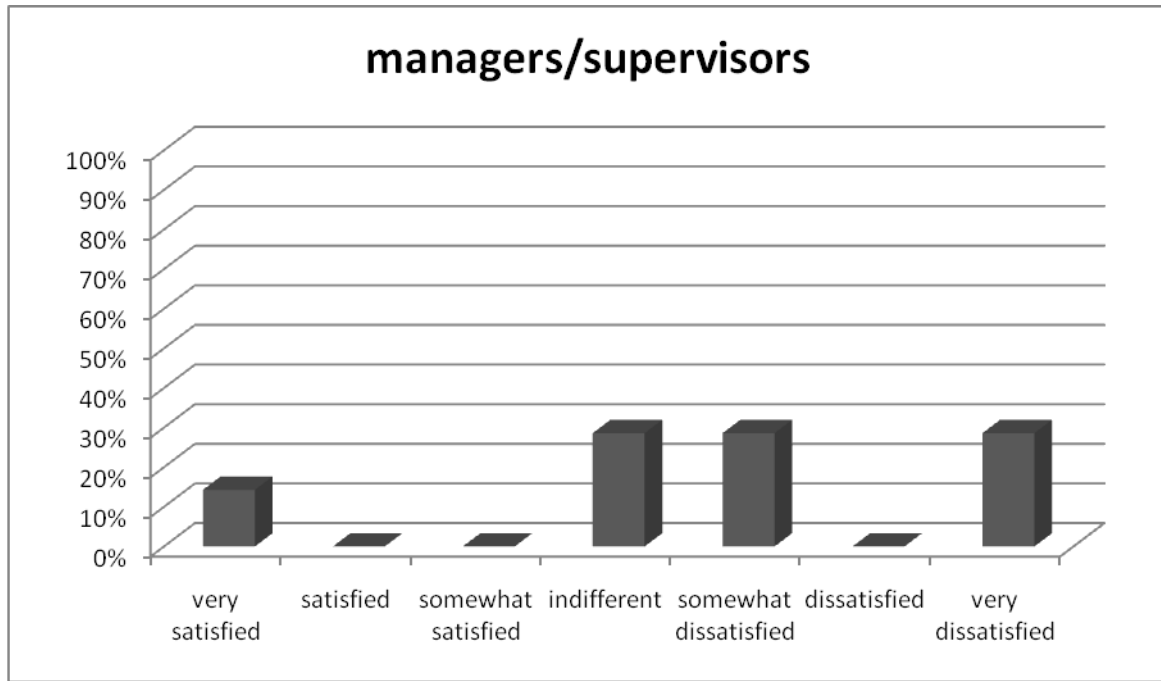
MANAGERS/SUPERVISORS

14,29% of respondents is very satisfied, satisfied or somewhat satisfied

28,57% of respondents is indifferent

57,14% of respondents is somewhat dissatisfied, dissatisfied or very dissatisfied

Relationship with Subordinates is only completed by those in supervisory or managerial positions. It describes receptivity of employees to downward communication and their willingness and capability to send good information upward. Superiors are also asked whether they experience communication overload (Downs & Hazen). The responses have reveals that the supervisors/ managers perceive the communication with their subordinates

as not satisfying. The alarming issues concern the responsiveness of subordinates to downward directive communication and lack of initiatives for upward communication. Surprisingly, the responses concerning superior-subordinate communication are as negative as the ones describing the perceptions of subordinates towards their supervisors. It suggests that the quality of communication between subordinates and their direct supervisor is a critical issue.

4.4. Researcher's observations and organisational communication experience

The observations that were made on the organisation's premises during the day of interviews/consultations are presented below. The researcher is currently working within the healthcare sector, in the company of similar profile. Therefore, the observations from her workplace and the communication related experience are also included.

The request for the permission to carry out the research in the organisation was submitted to the company's owner in writing. The positive answer to the letter was received in the same week. The owner, who is the Managing Director of the company assigned Marketing Manager a task to answer all the questions of the researcher and to organise the meetings with all other members of Management Team. The Marketing Manager was also assigned to act as a contact person between the organisation and the researcher in case of any further enquiries and technical issues concerning distribution of the questionnaire. The researcher's relative, working in the company where the research was made, informed the researcher about the details of the appointment with the Managing Director and about assignment of Marketing Manager to look after the researcher and her project.

The very first observation concerning organisational communication was made during the meeting with the Marketing Manager. It turned out that the manager was informed about the researcher's appointment with the Managing Director. However, he was not informed about the fact that he would act as a contact person and whose task would be to answer researcher's enquiries. Therefore, he did not have the opportunity to prepare for the meeting in advance. During the morning hours of the research meeting, it turned out that the researcher received the permission to talk to the Production Manager and HR Generalist. However, both employees were not informed about the research and the researcher's visit. Lack of proper organisation of the appointments affected the quality of the interviews/consultations as surprised by the researcher's visit interviewees were not able to prepare for the meetings. It can suggest that the organisational information flow among the members of Management Team is not working properly.

The researcher was told that the effective organisational communication is strategic in terms of all the company's operations. There is a large document concerning the company policy. However, there is no specific policy relating to the organisational communication and its structure. Its creation is planned in the following year. The multicultural background of company's employees is not recognised in terms of potential communication barriers and any policies in this respect do not exist although the company employs people of Irish, Polish, Indian, Romanian, and Lithuanian origin. The company seems to avoid interethnic comparisons. Thus, it does not recognise individuals as coming from different ethnic background in terms of different cultural communication patterns. It seems to be the aftermath of overinterpretation of the equality policy that aims at protecting the employees against the discrimination on the grounds of employees'

nationality. However, it does not say that the organisations cannot adapt their communication policies in order to facilitate organisational communication in multicultural organisations. According to Hall's research, Irish society belongs to the group of high-context societies. Such societies are characterised by little coded spoken or written information transmitted in communication. Whereas, Eastern European societies such as Polish society can be characterised as low-context one which indicates the adherence to much detailed and precise information being put in words in communication. The author's previous research has proved the existence of distinction between Polish and Irish employees in terms of information transmitted during the process of communication. Thus, the recognition of such cultural issue needs to be taken into consideration when the communication policy is to be created in the multicultural organisation. The analysis of the responses to the questionnaire suggests that the cultural factor has the influence on the perceptions on the communication among the production employees who are characterised by different cultural backgrounds. The individual responses suggest the cultural backgrounds of the respondents. The responses indicate that the respondents from low-context societies perceive the organisational communication in the company more negatively than the respondents from the high-context societies and their level of job satisfaction seems to be significantly lower not only due to specific job description but also due to their attitudes towards communication. The researcher comes from the low-context society. Therefore, she comes across communication difficulties based on her attitude towards effective communication and the need to receive the detailed, accurate and timely information relating to her daily duties. Although she puts a lot of effort into highlighting the significance of proper and effective communication in multicultural work organisation,

her suggestions are ignored by the company she is working in. Therefore, her level of job satisfaction is alarmingly low.

In the researcher's view the organisational communication is treated in the company where the research was carried out with negligence, probably arisen by default. As Pettinger (2010) claims, such situation can suggest that the company perceives the things as 'not too bad' or 'going pretty well'. It can be treated as communication dysfunction since the company has been operating in the market since 1991. Therefore, it can be assumed that it is enough time to implement and apply the policy being a basis for proper functioning of organisational communication, perceived by the company as strategic function. Discrepancy between the Management Team's opinions on organisational communication and the lack of significant actions aiming at creating effective organisational communication systems support the researcher's view that there are some communication issues that should be reviewed and the quality of communication in the company needs to be improved. The existence of the communication policy seems to be essential.

The quality of communication channels is not satisfying in the researcher's view. The data needed for the purpose of the research was collected in April. Additionally, the Marketing Manager committed to forwarding the researcher's e-mail to HR department to confirm the employee headcount given on the day of appointment. However, the researcher did not receive such information. It can be assumed that the issue was ignored or neglected either by Marketing Manager or HR department. Another example of inconsistency in the communication channels functioning is that the information received during the production area meetings is not accurate and free from mistakes. According to one of the employees, the written schedule of batches for each week contain very often wrong quantities which

leads to delays in production operations. As the number of orders from the company's clients grows systematically, new employees are being employed. However, lack of proper cross-trainings and perceived poor quality of trainings in general cause that these employees cannot be moved between different clean rooms, and their inflexibility affects the production targets significantly.

There are other cultural aspects observed by the researcher in both, her own workplace and in the organisation where the research was carried out. The supervisors in production area, where the significant numbers of employees from different cultural backgrounds are present, are not aware of cultural differences and potential barriers to communication with their subordinates. The perceptions shared by the production employees can suggest that supervisors seem to be characterised with low cognitive complexity. Thus, they do not adapt their messages to all receivers. As a consequence, they are not perceived as skilled leaders. Biculturalism seems not to be noticeable among the supervisors too. It simply means that they do not modify their behaviour, thus the communication patterns they use, appropriately and successfully when moving from one culture to another.

On the other hand, the non-native production subordinates seem to have low tolerance for ambiguity. Therefore, indeterminacy and lack of clarity in various situations cause that they perceive organisational communication as poor. Also second language competence tends to differ among non-native production employees. Thus, it can decrease the individuals' ability to deal with uncertainty when meeting people from different culture in which the language is widely spoken. It can also affect the quality of communication significantly.

CHAPTER 5

Conclusions

The aim of the research carried out was to explore the positive relationship between organisational communication and job satisfaction. The observations made by the researcher on the premises of the organisation and the researcher's organisational communication related experience gained at her work support this hypothesis. The analysis of all the communication factors validate it as well. The research has revealed that in general the employees are not satisfied with organisational communication. As the level of job satisfaction is claimed to stay the same for at least six months, it can be suggested that the quality of communication did not change during this period. Therefore, it can be assumed that it affects negatively the level of job satisfaction. The comments given by respondents support the hypothesis concerning the relationship between organisational communication and job satisfaction and indicate that the major communication issues occur in the production department. However, the findings indicate that not all the aspects of communication are negatively assessed.

The responses to Organisational Integration factor propositions suggest that the employees do not feel integrated or they do not identify with the organisation. The critically low satisfaction with information received by production employees about departmental policies and goals and about the requirements concerning their job indicate significantly poor flow of information between subordinates and their direct supervisors. Such issue can affect daily production operations significantly. The level of organisational integration among the office personnel seems to be naturally higher due to different job level

requirements, and more satisfying level of upward openness communication.

Relationship to Superiors factor analysis shows the responses of production employees and office staff differ significantly. The office supervisors tend to be perceived more positively than those supervising production employees and daily operations. Production supervisors are described as not listening and not paying attention to their direct subordinates. According to the respondents, they do not offer sufficient guidance for solving job related problems and they are not open to ideas. Not only the nature of job affects the supervisory communication, but also relatively limited access information production supervisors. Therefore, the communication with them is perceived by their subordinates as poor.

The Personal Feedback factor is claimed to be the most important factor among the factors analysed in the research (Clampitt & Downs 1993). The research has revealed that the satisfaction with the structure of personal feedback among production employees is critically low as all the aspects relating to personal feedback were assessed by production employees negatively. While the satisfaction among office staff is relatively good. The review of the personal feedback structure seems to be essential.

The responses given to propositions of Organisational Perspective factor suggest that the information relating to the organisational policies and goals is perceived by the organisational employees as not sufficient. Also informational background concerning the implementation of changes is claimed to be poor. Therefore, the change management, significant in terms of organisational operations is not handled in a manner satisfying for the employees. The employees claim to be not fully aware of any failures occurring in business operations of the company.

Communication Climate factor analysis suggest that both groups of the employees, from

production and office departments alike do not possess comprehensive information needed to perform one's job properly and to the highest standard. Organisational communication is not perceived as satisfying and motivating. Therefore, the communication does not facilitate the identification with organisation. Also conflicts are not handled in a way the employees expect them to be solved.

The responses relating to Horizontal and Informal Communication factor suggest that communication with co-workers is perceived relatively good. The bigger number of people that need to communicate with others to perform their tasks, the less compatibility of work group. It is noticeable in the production where the teams consist of six or more employees. Therefore, the production staff does not perceive their teams as compatible work groups. Since the office employees do not need to communicate with so many other employees to perform their duties, they describe the communication with their direct co-workers as satisfying. The phenomenon of grapevine is active within the company. However, it is claimed not to be a negative and prevailing form of communication. Nonetheless, the amount of informal information is significant element within the communication channels being used in the organisation. It can be claimed that the balance between formal and informal communication is disturbed what can cause communication problems.

Media Quality concerns communication within several channels. The responses to the propositions suggest that the attitudes towards communication in the organisation are healthy. However, communication itself is not perceived as being about right. Especially communications in the production are perceived as poor and not helpful. Meetings in production are described as not well organised. The practices applied in the department seem not to be adaptable to emergencies.

Relationship with Subordinates is only completed by those in supervisory or managerial positions. The responses have revealed that the supervisors/ managers perceive the communication with their subordinates as not satisfying. The alarming issues concern the responsiveness of subordinates to downward directive communication and lack of initiatives for upward communication. Surprisingly, the responses concerning superior-subordinate communication are as negative as the ones describing the perceptions of subordinates towards their supervisors. It suggests that the quality of communication between subordinates and their direct supervisors has become a critical issue.

The researcher's observations and communication related experience indicate that the internal communication is not treated as a strategic function. The organisational communication, assessed by the researcher as not sufficient or poor, is claimed to be the aftermath of long standing negligence, lack of significant actions aiming at improving the quality of communication, and lack of awareness concerning the communication in multicultural work environment.

The research carried out with reference to 'process' school perspective has revealed distortions occurring during the process of communication relating to the source sending the massages and communication channels not working properly.

There are factors determining poor quality communication. The volume of information seems to be insufficient and unavailable, the communication quality is not as good as expected and required by the employees.

Functioning of upward and downward communication in the organisation needs to be properly restructured. The volume of information transmitted by downward communication and used as a means of transmission of policies, instructions and

procedures must be expanded to fulfil the requirement for accurate information facilitating performing one's duties. The upward communication relating to the management style should be reviewed as well. The production management team seems to be absent or inaccessible. It constitutes a serious issue in the department and affects the effectiveness of production employees on a daily basis.

With reference to Likert's description of management styles, the system of organisation in terms of internal communication can be described as benevolent authoritative. To improve the quality of communication, all the aspects within the suggested management style need to be reviewed and restructured.

The company has reached the bottom tier of the 'Hierarchy of Communication Effectiveness'. Therefore, the strategic and behavioural tiers should be reached if the company aims at achieving effective organisational communication. Documented communication strategy linked to the business and formal measures for the assessment of the communication programs effectiveness need to be implemented and applied immediately. All the proactive actions should lead to significant improvement in the effectiveness of internal communication, and therefore, increase in the level of job satisfaction.

APPENDICES

Appendix 1: Questions for the interviews/consultations

ORGANISATIONAL COMMUNICATION

1. Is the organisational communication a strategic issue for the company?

2. Who is responsible for internal communication in the company?

3. How would you describe the communication in the company?

4. Is the communication in the company effective?

5. Is there anything in the internal communication in the company that should be improved?

6. Can effective communication affect positively the productiveness of the company?

POLICY IMPLEMENTATION

7. What is the company's policy concerning the organisational communication?

8. Is a multicultural diversity issue included in the organisational communication policy?

9. What nationalities are employed in the company?

10. How the organisational communication policy is implemented/applied in the company?

11. Are the managers trained in effective communication?

12. Is the information passed on employees timely and accurately?

COMMUNICATION CHANNELS

13. What are the communication channels used in the company?

14. How is the vertical communication in the company organised (hierarchy-organisational chart)?

15. How is upward and downward communication organised?

16. How is the horizontal communication in the company organised?

17. Is a grapevine used as a common communication channel between employees?

18. Have the employees a channel of communication they can use for their suggestions or feedback?

19. How are GMP procedures implemented? Which channels are used?

20. Are there any communication barriers you observe on the daily basis?

21. Do you have induction trainings for new employees? How are they organised?

Appendix 2: Communication Satisfaction Questionnaire

1. How satisfied are you with your job? Please circle the appropriate number relating to your answer.

I. Very satisfied   5. Somewhat dissatisfied
2. Satisfied   6. Dissatisfied
3. Somewhat satisfied   7. Very dissatisfied
4. Indifferent

2. In the past 6 months, what has happened to your level of satisfaction?

1. Gone up   2. Stayed the same   3. Gone down

1. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how:

A. Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by writing the appropriate number at the left beside the statements.
Please use the scale provided:

I - Very satisfied   5 - Somewhat dissatisfied
2 - Satisfied   6 - Dissatisfied
3 - Somewhat satisfied   7 - Very dissatisfied
4 - Indifferent

_____ 1.   Information about my progress in my job
_____ 2.   Personnel news
_____ 3.   Information about organizational policies and goals
_____ 4.   Information about how my job compares with others
_____ 5.   Information about how I am being judged
_____ 6.   Recognition of my efforts
_____ 7.   Information about departmental policies and goals

_____ 8. Information about the requirements of my job
_____ 9. Information about government action affecting my organization
_____ 10. Information about changes in our organization
_____ 11. Reports on how problems in my job are being handled
_____ 12. Information about benefits and pay
_____ 13. Information about our organization's financial standing
_____ 14. Information about accomplishments and/or failures of the organization

B. Please indicate how satisfied you are with the following (write the appropriate number at left).

_____ 1. Extent to which my superiors know and understand the problems faced by subordinates
_____ 2. Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals
_____ 3. Extent to which my supervisor listens and pays attention to me
_____ 4. Extent to which the people in my organization have great ability as communicators
_____ 5. Extent to which my supervisor offers guidance for solving job related problems
_____ 6. Extent to which the organization's communication makes me identify with it or feel a vital part of it
_____ 7. Extent to which the organization's communications are interesting and helpful
_____ 8. Extent to which my supervisor trusts me
_____ 9. Extent to which I receive in time the information needed to do my job
_____ 10. Extent to which conflicts are handled appropriately through proper communication channels
_____ 11. Extent to which the grapevine is active in our organization
_____ 12. Extent to which my supervisor is open to ideas
_____ 13. Extent to which horizontal communication with other organizational members is accurate and free flowing
_____ 14. Extent to which communication practices are adaptable to emergencies
_____ 15. Extent to which my work group is compatible
_____ 16. Extent to which our meetings are well organized
_____ 17. Extent to which the amount of supervision given me is about right
_____ 18. Extent to which written directives and reports are clear and concise
_____ 19. Extent to which the attitudes toward communication in the organization are basically healthy
_____ 20. Extent to which informal communication is active and accurate
_____ 21. Extent to which the amount of communication in the organization is about right

C. Answer the following only if you are a manager or supervisor. Then indicate your satisfaction with the following.

_____ 1. Extent to which my subordinates are responsive to downward directive communication

_____ 2. Extent to which my subordinates anticipate my needs for information

_____ 3. Extent to which I do not have a communication overload

_____ 4. Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms

_____ 5. Extent to which my subordinates feel responsible for initiating accurate upward communication

Appendix 3: Questionnaire numerical data

Production employees	Production employees percentage
1 person	6,67%
2 persons	13,33%
3 persons	20%
4 persons	26,67%
5 persons	33,33%
6 persons	40%
7 persons	46,67%
8 persons	53,33%
9 persons	60%
10 persons	66,67%
11 persons	73,33%
12 persons	80%
13 persons	86,67%
14 persons	93,33%
15 persons	100%

Office employees	Office employees percentage
1 person	20%
2 persons	40%
3 persons	60%
4 persons	80%
5 persons	100%

Managers/supervisors	Managers/supervisors percentage
1 person	14,29%
2 persons	28,57%
3 persons	42,86%
4 persons	57,14%
5 persons	71,43%
6 persons	85,71%
7 persons	100%

Question 1: How satisfied are you with your job?

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	3	-
3. somewhat satisfied	4	2
4. indifferent	3	2
5. somewhat dissatisfied	1	-
6. dissatisfied	2	-
7. very dissatisfied	1	-

Question 2: In the past 6 months, what has happened to your level of satisfaction?

1. Gone up   2. Stayed the same   3. Gone down

Level of satisfaction	No. of production responses (15)	No. of office responses (5)
1. Gone up	3	-
2. Stayed the same	7	4
3. Gone down	5	1

Section A

1. Information about my progress in my job

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	3	2
3. somewhat satisfied	3	-
4. indifferent	6	-
5. somewhat dissatisfied	-	2
6. dissatisfied	2	-
7. very dissatisfied	1	-

2. Personnel news

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	4	2
3. somewhat satisfied	2	1
4. indifferent	6	-
5. somewhat dissatisfied	1	1
6. dissatisfied	-	-
7. very dissatisfied	2	-

3. Information about organizational policies and goals

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	3	-
3. somewhat satisfied	2	1
4. indifferent	5	2
5. somewhat dissatisfied	1	-
6. dissatisfied	3	1
7. very dissatisfied	1	-

4. Information about how my job compares with others

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	-	1
4. indifferent	5	3
5. somewhat dissatisfied	5	-
6. dissatisfied	2	-
7. very dissatisfied	1	-

5. Information about how I am being judged

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	-	-
4. indifferent	7	2
5. somewhat dissatisfied	2	1
6. dissatisfied	2	-
7. very dissatisfied	2	1

6. Recognition of my efforts

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	1	1
3. somewhat satisfied	-	1
4. indifferent	3	1
5. somewhat dissatisfied	5	-
6. dissatisfied	3	1
7. very dissatisfied	2	-

7. Information about departmental policies and goals

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	2
3. somewhat satisfied	2	-
4. indifferent	4	-
5. somewhat dissatisfied	4	-
6. dissatisfied	2	2
7. very dissatisfied	1	-

8. Information about the requirements of my job

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	3	2
3. somewhat satisfied	4	-
4. indifferent	4	-
5. somewhat dissatisfied	2	2
6. dissatisfied	-	-
7. very dissatisfied	2	-

9. Information about government action affecting my organisation

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	1	-
3. somewhat satisfied	3	-
4. indifferent	5	2
5. somewhat dissatisfied	3	1
6. dissatisfied	-	1
7. very dissatisfied	3	-

10. Information about changes in our organisation

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	-	-
4. indifferent	3	-
5. somewhat dissatisfied	5	4
6. dissatisfied	2	-
7. very dissatisfied	3	-

11. Reports on how problems in my job are being handled

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	1	1
4. indifferent	2	1
5. somewhat dissatisfied	4	1
6. dissatisfied	2	1
7. very dissatisfied	4	-

12. Information about benefits and pay

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	1	-
3. somewhat satisfied	3	1
4. indifferent	2	1
5. somewhat dissatisfied	1	1
6. dissatisfied	4	1
7. very dissatisfied	4	-

13. Information about our organisation's financial standing

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	1	-
4. indifferent	5	2
5. somewhat dissatisfied	1	1
6. dissatisfied	1	1
7. very dissatisfied	5	-

14. Information about accomplishments and/or failures of the organisation

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	2	1
3. somewhat satisfied	1	-
4. indifferent	5	2
5. somewhat dissatisfied	-	-
6. dissatisfied	3	1
7. very dissatisfied	3	-

Section B

1. Extent to which my superiors know and understand the problems faced by subordinates

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	2	1
3. somewhat satisfied	2	-
4. indifferent	5	2
5. somewhat dissatisfied	3	1
6. dissatisfied	-	-
7. very dissatisfied	2	-

2. Extent to which the organisation's communication motivates and stimulates an enthusiasm for meeting its goals

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	1
3. somewhat satisfied	3	-
4. indifferent	4	-
5. somewhat dissatisfied	2	3
6. dissatisfied	2	-
7. very dissatisfied	2	-

3. Extent to which my supervisor listens and pays attention to me

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	1
3. somewhat satisfied	2	1
4. indifferent	3	-
5. somewhat dissatisfied	3	1
6. dissatisfied	3	1
7. very dissatisfied	2	-

4. Extent to which the people in my organization have great ability as communicators

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	3	-
3. somewhat satisfied	3	2
4. indifferent	5	1
5. somewhat dissatisfied	2	1
6. dissatisfied	1	-
7. very dissatisfied	1	-

5. Extent to which my supervisor offers guidance for solving job related problems

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	1	2
3. somewhat satisfied	2	1
4. indifferent	4	1
5. somewhat dissatisfied	2	-
6. dissatisfied	4	-
7. very dissatisfied	2	-

6. Extent to which the organisation's communication makes me identify with it or feel a vital part of it

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	3	2
4. indifferent	5	1
5. somewhat dissatisfied	-	1
6. dissatisfied	3	-
7. very dissatisfied	2	-

7. Extent to which the organisation's communications are interesting and helpful

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	1
3. somewhat satisfied	1	1
4. indifferent	7	-
5. somewhat dissatisfied	3	2
6. dissatisfied	1	-
7. very dissatisfied	1	-

8. Extent to which my supervisor trusts me

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	1	3
3. somewhat satisfied	3	1
4. indifferent	6	-
5. somewhat dissatisfied	-	-
6. dissatisfied	2	-
7. very dissatisfied	2	-

9. Extent to which I receive in time the information needed to do my job

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	4	1
3. somewhat satisfied	2	-
4. indifferent	5	2
5. somewhat dissatisfied	1	1
6. dissatisfied	-	-
7. very dissatisfied	2	-

10. Extent to which conflicts are handled appropriately through proper communication channels

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	1	-
3. somewhat satisfied	4	1
4. indifferent	4	2
5. somewhat dissatisfied	4	1
6. dissatisfied	1	-
7. very dissatisfied	1	-

11. Extent to which the grapevine is active in our organisation

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	1
3. somewhat satisfied	3	1
4. indifferent	7	1
5. somewhat dissatisfied	2	-
6. dissatisfied	1	1
7. very dissatisfied	-	-

12. Extent to which my supervisor is open to ideas

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	1	2
3. somewhat satisfied	2	2
4. indifferent	3	-
5. somewhat dissatisfied	3	-
6. dissatisfied	2	-
7. very dissatisfied	3	-

13. Extent to which horizontal communication with other organisational members is accurate and free flowing

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	4	1
3. somewhat satisfied	2	1
4. indifferent	5	1
5. somewhat dissatisfied	3	1
6. dissatisfied	1	-
7. very dissatisfied	-	-

14. Extent to which communication practices are adaptable to emergencies

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	1	3
3. somewhat satisfied	2	-
4. indifferent	7	1
5. somewhat dissatisfied	2	-
6. dissatisfied	1	-
7. very dissatisfied	1	-

15. Extent to which my work group is compatible

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	2	1
2. satisfied	2	3
3. somewhat satisfied	4	-
4. indifferent	3	1
5. somewhat dissatisfied	4	-
6. dissatisfied	-	-
7. very dissatisfied	-	-

16. Extent to which our meetings are well organised

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	-	1
2. satisfied	2	-
3. somewhat satisfied	3	2
4. indifferent	3	-
5. somewhat dissatisfied	2	2
6. dissatisfied	2	-
7. very dissatisfied	3	-

17. Extent to which the amount of supervision given me is about right

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	2	-
3. somewhat satisfied	4	2
4. indifferent	3	-
5. somewhat dissatisfied	2	1
6. dissatisfied	1	1
7. very dissatisfied	2	-

18. Extent to which written directives and reports are clear and concise

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	2	1
2. satisfied	2	-
3. somewhat satisfied	3	2
4. indifferent	4	-
5. somewhat dissatisfied	1	1
6. dissatisfied	1	1
7. very dissatisfied	2	-

19. Extent to which the attitudes toward communication in the organisation are basically healthy

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	2	1
2. satisfied	2	2
3. somewhat satisfied	3	-
4. indifferent	3	1
5. somewhat dissatisfied	2	-
6. dissatisfied	3	1
7. very dissatisfied	-	-

20. Extent to which informal communication is active and accurate

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	3	2
3. somewhat satisfied	3	1
4. indifferent	3	1
5. somewhat dissatisfied	3	-
6. dissatisfied	-	-
7. very dissatisfied	2	-

21. Extent to which the amount of communication in the organisation is about right

Likert-type scale	No. of production responses (15)	No. of office responses (5)
1.very satisfied	1	1
2. satisfied	1	1
3. somewhat satisfied	-	1
4. indifferent	5	1
5. somewhat dissatisfied	5	1
6. dissatisfied	1	-
7. very dissatisfied	2	-

Section C completed by managers and supervisors

1. Extent to which my subordinates are responsive to downward directive

   communication

Likert-type scale	No. of responses (7)
1.very satisfied	2
2. satisfied	-
3. somewhat satisfied	-
4. indifferent	2
5. somewhat dissatisfied	2
6. dissatisfied	-
7. very dissatisfied	1

2. Extent to which my subordinates anticipate my needs for information

Likert-type scale	No. of responses (7)
1.very satisfied	-
2. satisfied	1
3. somewhat satisfied	1
4. indifferent	2
5. somewhat dissatisfied	1
6. dissatisfied	1
7. very dissatisfied	1

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3. Extent to which I do not have a communication overload

Likert-type scale	No. of responses (7)
1.very satisfied	1
2. satisfied	-
3. somewhat satisfied	1
4. indifferent	4
5. somewhat dissatisfied	-
6. dissatisfied	-
7. very dissatisfied	1

4. Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms

Likert-type scale	No. of responses (7)
1.very satisfied	-
2. satisfied	1
3. somewhat satisfied	2
4. indifferent	2
5. somewhat dissatisfied	1
6. dissatisfied	-
7. very dissatisfied	1

5. Extent to which my subordinates feel responsible for initiating accurate upward communication

Likert-type scale	No. of responses (7)
1.very satisfied	1
2. satisfied	-
3. somewhat satisfied	-
4. indifferent	2
5. somewhat dissatisfied	2
6. dissatisfied	-
7. very dissatisfied	1

Appendix 4: Organisational Chart

Organisational Chart

- Managing Director
  - Marketing Manager
    - Marketing Executive
  - Office Manager
    - Procurement / Sales Assistant
  - Financial Director
    - Accounts / HR Manager
      - Payroll Clerk
  - Production Manager
    - Packaging Manager
    - Production Supervisor
    - Engineering Manager
  - Principal QP
    - Quality Manager
      - Technical Manager
      - Qualified Person (QP)
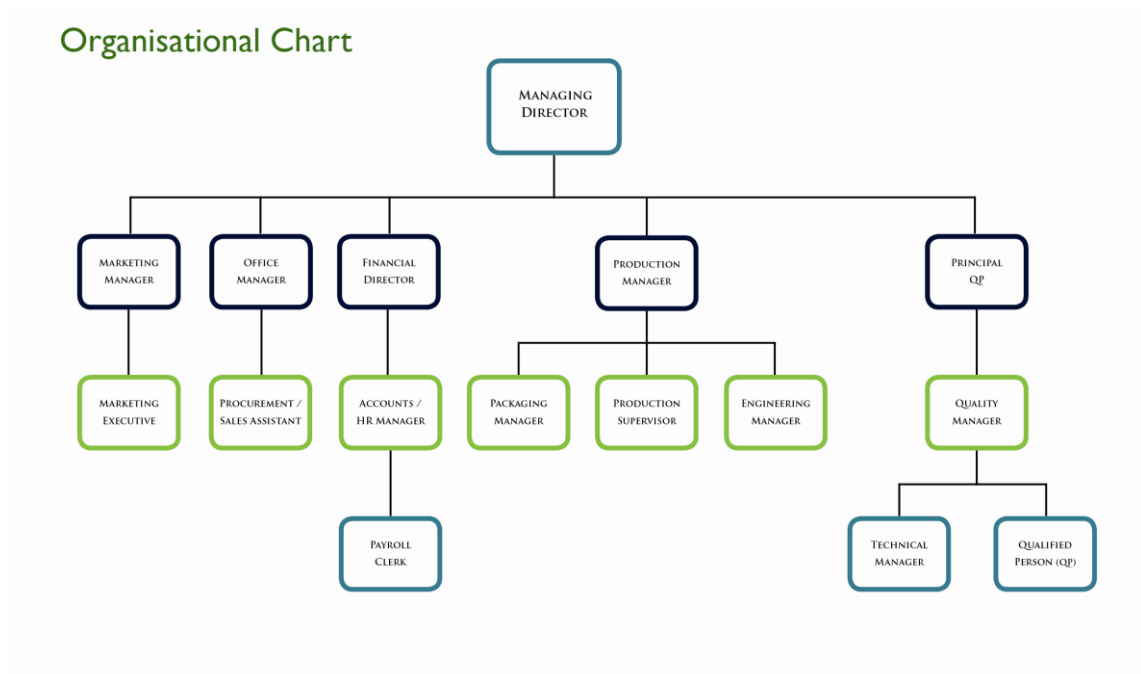
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