



**Organizational Communication Satisfaction:
The Case of Awash Insurance Company S.C.**

Samson Belina

A Thesis Submitted to

The Graduate School of Journalism and Communication

Presented in Partial Fulfillment of the Requirements

for the Degree of Master of Arts in Journalism and Communication

Addis Ababa University

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This is to certify that the thesis prepared by Samson Belina, entitled *Organizational Communication Satisfaction: The Case of Awash Insurance Company S.C.*, and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

Organizational Communication Satisfaction: The Case of Awash Insurance Company S.C.

Samson Belina

Addis Ababa University, 2016

The purpose of this research study was to explore the topic of organizational communication in Awash Insurance Company and examine staff members' perceptions about their level of communication and job satisfaction in their workplaces. This study was also designed to test the relationship between communication satisfaction and job satisfaction by analyzing the significance of different dimensions of communication satisfaction with the view that satisfaction is multi-faceted.

A total of 60 staff members from different departments of the company participated in this study. This study included both manager and non-manager employees of the company. A modified version of Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen was used to collect data. The study used a Likert-type scale with a 7-point scale and had eight dimensions (personal feedback, supervisory, horizontal and informal communication, organizational integration, corporate information, communication climate, media quality, and job satisfaction). The statistical analyses of the data from eight research questions revealed some significant relationships and differences. The results found that staff members perceived their level of satisfaction with communication satisfaction dimensions, supervisory, subordinate and corporate information from somewhat satisfied to satisfied, and communication climate and personal feedback as indifferent. The results found significant differences among different dimensions of CSQ, indicating that communication satisfaction is multi-faceted. The staff members perceived their level of job satisfaction to be somewhat satisfied.

The results indicated that gender, marital status and number of years in service do not seem to make a significant difference among staff members' level of satisfaction. There were strong positive relations found among all dimensions of CSQ. A strong positive relationship and statistically significant correlation was found between overall communication satisfaction and job satisfaction scores, indicating that when staff members feel satisfied with communication in their workplace, they also tend to feel satisfied with their job in their workplace.

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First of all I would like to thank the almighty with whom all things are possible.

My grand gratitude goes to my adorable parents (Mom and Dad) whose warm love carried me through; their unfailing care gave me the strength.

Subsequently, I would like to thank Dr Amanuel Gebru, my adviser for his invaluable guidance, incessant exhortation and down to earth approachability during the whole process; had he not been so encouraging, this paper would not come to culmination.

I am grateful to all my instructors for their indelible knowledge impartation, all were so amazing and unique in their own right, that I always cherish the memory of sharing their broad based and long standing experience, it would inevitably become part and parcel of my life profile.

I have but thanks to all who took part in the realization of this paper one way or the other, I bid you love and peace where ever you are and owe you a lot for not mentioning your name here.

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ACRONYMS

AIC – Awash Insurance Company

CEO – Chief Executive Officer

CSQ – Communication Satisfaction Question

DCEO – Deputy Chief Executive Officer

ERTA – Ethiopian Radio and Television Agency

HR – Human Resource

IT – Information Technology

SPM - Strategic Plan and Management

SPSS –Software Package for Statistics and Simulation

SHRM – Society for Human Resource Management

JDI - Job Descriptive Index

CHAPTER 1

INTRODUCTION

1.1 Background

The revised Awash Insurance profile released in 2013 states that, Awash Insurance Company is first envisioned by few pioneer visionary entrepreneurs under the auspices of Oda S.C. Its feasibility study, which was undertaken in 1992, leading towards its realization was fully sponsored by Oda S.C., came into existence on October 1, 1994 E.C. The company entered in to full-fledged operation on January 2, 1995. (AIC Profile, 2013).

Following the promulgation on March 1, 1994 of proclamation No.86/1994 founders' assembly was held on August 6, 1994 at ERTA hall, the AIC S.C became a reality (AIC Profile, 2013). Founder subscribers were 456 at that historic moment. The company was licensed on October 2, 1994 and it started operations on 2 January 1995 on Africa Avenue, on the 1st floor of Genete Limat Building (Ibid).

With ownership of 575 corporate and individual shareholders and paid-up capital of 70,000,000 million, it commenced its main operation of providing general and later long term life assurance service with the vision statement of, "Providing diversified general and long term insurance service for continuously growing number of clients efficiently, competitively and profitably supported by modern technology as well as by well trained, professionally and socially responsible team of management and employees" (AIC profile: 2013).

Currently, the company has 33 branches at various corners of Addis Ababa and 22 branches in different regions of the country operating profitably to make the service reachable to customers and create the sense of closeness (AIC Profile, 2013). This doesn't include the life branch which operates at the head quarter (Ibid).

The kernel value of the company's undertaking is to ensure; commitment towards its clients, staff and render client focused market in tandem with efficient claim service with transparency while maintaining dynamism of management team that can effectively interact with the fast changing market. Instead of involving in rate cutting competition, the company believes in ensuring efficient and effective service and selling insurance products with commensurate premium that would guarantee the anticipated service demand from its customers and ensure profitably (ibid).

Efficient claim services go hand in hand with prudent underwriting Viz: the company employs highly risk selective mechanisms, its well trained and experienced underwriters being instrumental in assessing susceptibility, frequency and severity of risks that may entail high claim ratio and cause difficulty in claim service, safe glide of lucrative business and stability is secured for more than a decade (AIC Profile, 2013). More so, the company has proved its capacity by handling costly and number of claims in efficient and expedited manner that earned an accolade as a result of winning the interest of its customer (ibid).

Awash Insurance Company's typical characterizing facets are: the unshakable and superb business track record, broad-based client, ever growing size, prevalent national coverage, steadfast organizational strength, provision of transparent and efficient service, innovative and flexible operation, loyal and dedicated staff of growing quality both maven and experienced, reliable reinsurance program, that it has a sister bank (Awash International Bank) the first private bank since Twenty years, and above all, its highly tailored/affordable insurance covers suitable and fit to the needs and pockets of customers (ibid).

The aims and objectives of the company is to provide versatile insurance packages that can operate effectively and go abreast with demand of customers both general Insurance and long term life assurance backed with reliable reinsurance program at national and international level (ibid).

Making sure that the cover provided is fit and safe to the customers need and provide customers with professional up to date and clear information that can help them deal with insurance matters as a way out (AIC Profile, 2013). As it is well known, the other source of income for the Insurance industry is investment. Awash Insurance Company also invests in different businesses to ensure its profitability (ibid). It also initiates, promotes, and upholds lucrative business by investing in them to boost the shareholders benefit. Furthermore, not only does the company work to bolster its foundation from within, but also work closely with the concerned to help the general public grasp the benefits of the insurance industry too (ibid). By and large, facilitates guarantees and supports accelerate the socio-economic development of the country serving as a rear guard; and above all, it contributes its part to the sustainable development program the country is undertaking (ibid).

In all operational endeavors such as efficient claims, underwriting, marketing, finance and human resources; to ensure success and function as an entity, the flow of information and its effectiveness is vital in Awash Insurance Company like any other organizations, whereby the main objective of productivity is guaranteed. Therefore, assessing the company's communication at different job levels has an immense advantage towards analyzing the accomplishment of the company.

Communication is a key to the functioning of an organization. People at work often are seen to complain saying, for example, "I couldn't understand what my boss wants from me," or "I just can't understand why I couldn't get along with my colleagues so easy". Communication, whether effective or not, takes place constantly in any organization (ibid). A process as continuous as the circulatory system in the human body, communication is inseparable from and essential to everything that occurs in organizational life (Fisher, 1999).

Sophisticated communication technologies bring outside information into organizations faster and in greater volume (ibid). Facsimile (fax) transmission, video conferencing, electronic mail, and

computer networking are examples of communication technologies common today that were in their infancy as recently as the early 1980s. Huge databases located inside as well as outside organizations are now as close as the nearest computer terminal (Ibid).

Introduction of new communication technologies into organizational scenarios or for that matter, to any other situation, obviously brings certain alienation from face-to-face communication, yet with faster and efficient interaction with regard to space and time. Human communication has always been central to organizational action (Fisher, 1999). Today the introduction of various sophisticated electronic communication technologies and the demand for faster and better forms of interaction are visibly influencing the nature of much organizational communication. These pressures are giving rise to hitherto poorly understood changes in what, how, when, why, and with what effect organizational communication occurs (Ibid). Yet, such changes are not unprecedented; the nature and role of communication in organization is always evolving as individual actors interact with social institutions over time (Luis, 1975).

Communication is a tool for dealing with resistance to change. To preempt resistance to change, leaders should attempt to create a more structured dialogue among members, allowing them to feel more involved in the process. The majority of his recommendation for coping with potential and actual resistance were grounded in communication processes and detailed several modes for interaction with stakeholders including direct face-to-face communication (Allen, 1977).

Communication skills are in high demand by workers in organizations of today. Regardless of positions, one can assume it verily holds true that communication skills are essential for various positions in an organizational echelon. Acquiring better communication skills put in an impetus to ones career as one pursues higher positions. Besides lacking technical competence of managers, what counts most in having terminated from their jobs is the lack of interpersonal communication skills (Fisher, 1999).

One major efficiency factor well-recognized and matters most for organization's performance as a whole is communication effectiveness (Fisher, 1999). Organizations total effectiveness is bolstered by effective communication behaviors which could be evinced by its members (Ibid).

People in organizations will continue facing communication challenges (Baird, 1977). What's more, as organizations operate internationally, members are highly required to update their cross cultural communication skills (ibid). Intercultural relations are important even within domestic organizational units, where culturally diverse workforces are becoming commonplace. The combining of organizations through mergers blends differing organizational cultures, confronting people of different habits values, and terminologies with the need to collaborate (Fisher, 1999).

All this boils down to what we call communication satisfaction. When optimum utilization of information is achieved, satisfaction follows.

1.2 Problem Statement

The purpose of this quantitative and qualitative research study was to explore organizational communication and staff members' level of communication satisfaction and job satisfaction in Awash Insurance Company. The study was also designed to test the relationship between communication satisfaction and job satisfaction by analyzing the significance of different dimensions of communication satisfaction with the view that satisfaction is multifaceted.

Several studies have discovered that communication satisfaction among employees occur at different levels based on the facets that contribute to the satisfaction level. Staff members play a key role in impacting the well-being, success, and smooth functioning of their institutions. It is important to understand the potential factors influencing organizational communication satisfaction and job satisfaction because low levels of job satisfaction has been associated with low productivity. Because the interest of this researcher is communication that occurs within the organization, for the purpose of this study the terms organizational communication and internal

communication are used interchangeably to mean communication that occurs among employees within the company.

Therefore, this paper endeavors to identify Awash Insurance Company's communication practices and look at the level of communication satisfaction of its employees.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to examine the organizational communication satisfaction of employees working in Awash Insurance Company S.C.

1.3.2 Specific Objectives

The Specific objectives of the study were to:-

- Examine the level of communication satisfaction in Awash Insurance Company.
- Assess the relationship between communication satisfaction and job satisfaction for employees in Awash Insurance Company.
- Evaluate whether there exists a significant difference between male and female staff members' mean scores on CSQ dimensions.
- Evaluate whether there exists a significant difference between married and single staff members' mean scores on CSQ dimensions.
- Identify if there exists a significant relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions.
- Identify the relationships between formal and informal communication channels and job satisfaction for the employees in Awash Insurance Company.

1.4 Basic Research Questions

1. Is there a significant difference between male and female staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire?
2. Is there a significant relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions?
3. Is there a significant difference between married and single staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire?
4. What is the level of communication satisfaction or dissatisfaction in Awash Insurance Company?
5. Is there a relationship between communication satisfaction and job satisfaction for Awash Insurance Company's employees?
6. What is the relationship between formal and informal communication channels and job satisfaction for Awash Insurance company employees?

1.5 Significance of the Study

Despite of the popularity of the topic of organizational communication, there appears to be limited research on communication satisfaction and job satisfaction among staff members in financial institutions. Results of this study will help fill in the gaps in understanding what contributes communication satisfaction and job satisfaction among staff members. This would help in developing a better communication process in financial organization like Awash Insurance Company, and may indirectly contribute to helping other organizations function more effectively. Past studies in this area have explored organizations of various types. To gain a better understanding of how staff members in the organization perceive their level of satisfaction, it is necessary to measure their level of satisfaction. Improving the understanding of these employees may aid in the understanding of communication satisfaction and job satisfaction in all financial institutions.

1.6 Scope of the Study

The purpose of this both quantitative and qualitative research study was to explore organizational communication and examine the perceptions of the staff members' level of communication satisfaction and job satisfaction in Awash Insurance Company S.C. The study was also designed to test the relationship between communication satisfaction and job satisfaction by analyzing the significance of different dimensions of communication satisfaction with the view that satisfaction is multifaceted. Several studies have discovered that communication satisfaction among employees occur at different levels based on the facets that contribute to the satisfaction level (e.g. Ahmed, 2006; Al-Nashmi et al., 2011; Gray & Laidlaw, 2002).

The population of this study consisted of approximately 410 staff members in Awash Insurance Company. The sample used for this study included both female and male full-time staff members and included a wide variety in terms of the number of years in service, education level, and job classification. The categories of participants in this study were Branch Managers, Supervisors, Senior Officers, Junior Offices, Accountants, IT professionals, Clerical and Secretarial, and Others.

A modified paper version of the widely-used survey known as Communication Satisfaction Questionnaire (Downs & Hazen, 1977) was distributed to all staff members. Questions in the survey included 36 Likert-type scale statements and five demographic questions. A 7-point Likert-type scale was used which included: Strongly Dissatisfied, Dissatisfied, Somewhat Dissatisfied, Indifferent, Somewhat Satisfied, Satisfied, and Strongly Satisfied. Sixty usable surveys were returned and were included in this study.

1.7 Limitations, Delimitations, and Assumptions of the Study

This study includes certain limitations based on the theories and models, scale, and tests chosen in reference to the purpose of this study. Abraham Maslow's Hierarchy of Needs (1943), Frederick Herzberg's Motivation-Maintenance Model (1959), Elton Mayo's Hawthorne Studies

(1933/1960), and Daft and Lengel's Media Richness Theory (1984) are among the more prominent ones. The selection and reference to these theories and models as the theoretical framework for this study is a limitation because of the assumption that they are the most appropriate theories and models chosen to meet the purpose of this study.

Another limitation is the assumption that the modified version of Communication Satisfaction Questionnaire (CSQ) used in this study is valid and reliable in measuring the satisfaction levels of the staff members in Awash Insurance Company. Because job satisfaction is added as a new dimension to the original scale and includes researcher created statements that are based on important facets discovered in the Job Descriptive Index (JDI) and the SHRM Report (2012), it is limited by the assumption that it is valid and reliable. Also, because this researcher considers overall job satisfaction based on the total score of the job satisfaction dimension, it is limited by the belief that it is appropriate procedure. Finally, it is assumed that all the tests chosen to analyze the data in this study are appropriate.

This study included staff members working in Awash Insurance Company, and therefore, the results may not be generalizable to other similar financial institutions. Also, because the participants self-selected to participate in the study, those returning surveys may or may not reflect the views of all staff members.

1.8 Ethical Considerations

The research was planned so that the chance for misleading results is minimized. This was achieved using Downs and Hazen to collect data. Apart from this, the research was planned to meet ethical acceptability.

At the inception of collecting data, constructive steps have been taken to protect and ensure the dignity and welfare of all participants, as well as those who may be affected by the results of the research project.

1.9 Organization of the Study

Following the standard thesis format of Addis Ababa University, the research consists of five chapters. Chapter one starts with the general background of the study. It also presents statement of the problems, research questions, and significance of the study, scope and limitations of the study, ethical considerations and organization of the study. Chapter two presents reviews of literature on what various scholars said regarding organizational communication satisfaction concepts.

Methodological aspects of the research are discussed in chapter three. Here methods, procedures and techniques that are employed in the study are detailed. The chapter also explains and justifies the rationale behind the preferred research tools and methods that are used to collect and analyze the data. The fourth chapter presents the collected data in a condensed manner, discussed and analyzed it. Chapter five is the final chapter which contains the conclusions and recommendations based on the findings of the study.

CHAPTER 2

LITERATURE REVIEW

Effective communication is very important for any type of relationship, whether it is for personal, for social, or for business purposes. Experts have found that communication is essential for an organization's effectiveness. As organizations become more complex with the changing times, mainly because of technical advances and globalization, effective communication is becoming even more important in the workplace.

According to Applbaum et al. (1973) the communication process in any organization affects many areas of the organization such as customer service, personal development, teamwork, leadership, organizational climate, culture, job satisfaction, and productivity. According to scholars a positive communication environment helps achieve an effective organization (Ahmad, 2006).

2.1 Organizational Communication

The terms organizational communication, communication in the workplace, and internal communication are often used interchangeably. Because the interest of the researcher was to explore communication that takes place within the organization and not communication outside the organization, the focus of this study remained on internal communication in an organization. Moyer (2011) used the terms organizational communication and internal communication to mean the same thing. Organizational communication in its general sense is described as the sending of messages or information through formal and informal networks that assists in constructing meaning and influencing individuals and groups in an organization (Hoy & Miskel, 1991).

One way to define organization is to identify its common elements. First, an organization is comprised of people, without people an organization could not exist. Moreover, people, whether as salaried or hourly employees or volunteers, or the organization's clients, engage one another in purposeful and ordered activity (Redding, 1972). Interaction in organizations is purposeful

because people interact with organizations with a goal in mind. The point here is that people in organizations do not act randomly. Rather; organizations are sites of controlled and coordinated activity. Therefore, one can obviously conclude from the above fact that organization is not the tangible building but the people make the organization.

Organizational communication is a complex and continuous process through which organizational members create, maintain, and change the organization. Two important issues need to be addressed with this definition are; First, it is important to note that all organizational members participate in this process. Communication is not the sole responsibility or privilege of managers. Even if managers create and send most of the messages, their subordinates and peers create meaning from those messages. Second, while the process is said to be transactional in which all parties enact both sender and receiver roles to create mutual and shared meanings of messages, shared meanings is not always achieved in organizational settings. Certainly, the process is mutual, and understandings are created. However, the interpretations created or derived from these interactions may not be mutual (Philip, 1975). Organizational communication is an evolutionary, culturally dependent process of sharing information and creating relationships in environments designed for manageable, goal oriented behavior (Fisher, 1999).

The modern workplace is being humanized in a variety of ways and there is now frequent reference to such positive organizational concepts as democratic communication, workplace democracy (Amanuel, 2012), quality of work-life and two-way symmetrical communication (Lee, 1997) or dialogic communication (Fisher, 1999). All imply concern for and the need to bring about a satisfying work environment which includes a significant sense of fulfillment and satisfaction in terms of communication (Amanuel, 2012).

Communication is one of the most important activities of an organization's functioning. A group of people who work together in an organization need to communicate in some way, whether it is in the form of verbal, nonverbal, or written form of communication, about their goals, plans, and

needs. Based on the survey results by Young Executive magazine, the most annoying habit found among American supervisors was poor communication. It was found that poor communication was the most frequent cause of resentment and misunderstandings (Ober, 2001). Effective internal communication can assist in motivating employees and help in building trust, improve engagement and create atmosphere where they can share emotions, ideas, and ambitions freely. Through communication, employees can make sense of their organization and get to know it better (Moyer, 2011).

2.1.1 History of Organizational Communication

The way communication occurs in organizations has changed in recent years and is constantly changing. As our organizations and their structure get more complex, we need to find effective ways to function in the new setting and adapt to the changes and challenges. In the 21st century, the human dimension of the organization is increasingly taking place as one of the main element that aids in determining the effectiveness of the organization. Throughout history, many different thoughts and approaches about the way the organizations function have been formed. These include: Classical, Human Relations, Human Resources, Systems, and Cultural approaches (Moyer, 2011). Bolman and Deal (1991) referred to these approaches as frames and included the political frame.

The end of 19th century was marked as the era of industry in which industrial revolution changed the way production occurred. It was the time of mass production and assembly lines to increase profit and lower the cost of production (Owens, 2004). Manufacturing products by skilled individuals or families at their homes changed to manufacturing by machines. This led to the formation of industries where large groups of people worked in factories and assembly line settings (Miller, 2015).

At the end of the 1800s and in the early 1900s, Taylor (1911/1947) developed the Principles of Scientific Management that gave importance to improve performance, matching job with worker,

and rewarding achievement. Fayol (1949) developed the Classical Management Theory. He asserted that an effective organization is highly structured, where each individual knows his or her role, and rules are clearly laid out (Miller, 2015). Fayol (1949) wrote that the function of managing included the elements such as planning, commanding, coordinating, controlling, and organizing. The changes in society because of social, political, and economic factors in the early 1900s meant that existing organizational structures did not fit. This created problems that gave rise to bureaucracy (Owens, 2004).

Another prominent theorist of the 20th century was Max Weber (1947), who believed in bureaucratic authority. His Theory of Bureaucracy highlighted the importance of divisions of labor, centralization, and task specialization in the organization that is part of a closed system and free from outside influences. In his theory Weber emphasized the importance of formal chain of command, and hierarchical structure (Shockley-Zalabak, 2009). The period between 1910 and 1935 was considered as the era of Scientific Management (Owens, 2004). Frederick Taylor's Theory of Scientific Management accounted for motivation of the workers and considered relationships between management and workers. He argued that the jobs should be designed through time and motion studies and strict division of role, where workers are engaged in physical labor while managers engage in mental planning of the work (Miller, 2015).

The classical approach also known as structural frame followed top-down communication structure that was formal, task-related, and written (Miller, 2015). It included print channels, while social side of communication did not exist (Moyer, 2011). Bolman and Deal (1991), indicated that the structural or classical approach considered revising the structure as the main solution to solving problems in the organization that is the role of the people with authority who are at the top position in the organizations. This perspective assumes that problems are caused by inappropriate structures or inadequate systems. Communication through this approach occurred in the form of transmitting facts and information.

The Human Relations approach during 1930s came into existence after the Hawthorne Studies by Mayo who discovered the importance of human relationships in workplace settings (1933/1960). Major finding of the Hawthorne studies was that human variability played an important role in determining the level of productivity among workers. Human and interpersonal factors became important elements to consider for effectiveness of the organizations (Owens, 2004). Face-to-face communication, downward communication, informal internal communication and social content played a major role among employers using this approach (Moyer, 2011). It was discovered that organizations were social entities and that employees' attitudes, and feelings should be considered to improve the output of work. The results of the Hawthorne studies revealed that interpersonal relationships with coworkers and supervisors is as important as the work environment and conditions for better output among the employees (West & Turner, 2010).

The Human Resources approach developed by Miles in 1965 is an approach that supported participation, team work, and equal contribution by employer to employee not only in tasks but also in planning for the organization. The human resources approach considers the skills, energy, commitment, and ideas of people as the most important resources for the organizations. The organization and people are believed to be interdependent to function effectively, where organizations are responsible for meeting human needs and employees are responsible for the functioning of the organization. When there is a good fit between the two, they both benefit, if the fit is not good, one or both suffer. Autonomy and participation is encouraged and the characteristics of trust, seen in organizations that follow human resources approach. Communication occurs in the form of exchange of information, needs, and relationship and feedback is a valued behavior (Bolman & Deal, 2013). Prominent theorists associated with this theory are Abraham Maslow's (1943) Theory of Motivation and Douglas McGregor's (1960) Theory X and Theory Y.

The Systems approach came into existence in the 1970s with the view that organizations were complex organisms that had a need to survive in challenging open environments. It follows the

hierarchy order with subsystems within the larger systems in the organizations that are interdependent on each other. How the employees should behave in the organizations is not of concern, but instead how it should be studied is considered important. The process used in systems approach is like a machine and input is provided at every level of the task. Feedback given can be positive or negative. This approach emphasizes the thought that multiple ways to reach the output are possible (Miller, 2012).

The Cultural approach was developed in the 1970s. This approach highlighted the importance of identity of organizations such as, beliefs, values, and behaviors. This approach pointed out that through formal and informal channels, stories, experiences, and social activities, organizational culture can be created and influenced (Moyer, 2011). Bolman and Deal's (1991) Symbolic frame, also known as the Cultural frame, puts emphasis on the meaning of the event that took place and not the kind of event, as meanings of similar events differ. Through symbols, human resolve confusions. Organizations with unclear goals and uncertain technologies are likely to use this approach. Telling stories is the way communication occurs under this approach.

Elements of all of the different approaches exist in organizations. Because of major changes in organizations, including internal and external factors, communications occur differently in organizations. Organizational identity (individual's self-concept), employee engagement (using full capacity of employee), measurement (the amount and quality of work and social media, which changed the way communication occurs), and the changed relationship between employers and employees are among the challenges in today's organizational settings (Moyer, 2011).

2.2 Effective Communication

Communication is defined as a process by which meanings are exchanged between individuals through a common system of symbols (as language, signs, or gestures) (Merriam Webster, 1965). Effective communication involves interpersonal and professional relationships developed in the workplace by being keen, courteous, attentive, active, and appropriate use of gestures (Ramirez,

2012). Modern organizations value effective communication skills in people as a very important quality to possess. Today, the way we communicate with our coworkers, teams, and supervisors has also changed from the past few decades. Communication in organizations or workplaces can be divided into two categories; external communication and internal communication. External communication occurs when the organization communicates with people or organizations that are outside of their own organizations, such as clients, agencies, community, and customers, whereas, internal communication, occurs between the members of the organization such as employers, employees, and different departments within the organization (Moyer, 2011).

A good communication practice is very essential for a smooth functioning of the organization. It is very common to see human resources departments of the organization take over the responsibility of communication within the organization. Effective communication is considered to be among the components required for maintaining good relationships. With an open-door policy where the lines of communication between the employer and employee are open, a better understanding is possible and employers can assist with employee needs and problems more effectively (Drafke (2006).

Communication is very important for forming a base for any kind of interaction by humans, whether it is for a personal or business purpose. It is very crucial to have effective communication to get positive results or to make sure the intended message brings appropriate results. Effective communication is a key to any kind of organization, whether it is big, small, private, public, academic, nonprofit, and business. It can be argued that communication has become more important in the current times because of the changes in the way the organizations are set up.

2.3 Barriers to Effective Communication

Communication breakdowns occur when information exchanged is not clear, concise, complete, and accurate. The effects of breakdowns in communication cause the communication satisfaction levels among employees to drop (Ramirez, 2012). One of the reasons why an organization does

not function as effectively is miscommunication or improper communication (Kumar & Kumar, 1992). Sometimes lack of communication also contributes to the proper functioning of the organization. Baker (2002) pointed out the issue of communication overload in organizations. Communication being an important element of the organization is often believed to be better when used more. It is advised that more emphasis should be put on better quality of communication practices rather than the quantity of communication, as more communication does not necessarily mean that it is more effective (Conrad, 1994; Richmond & McCroskey 1992). Excessive communication may hinder proper functioning of the organization. Steingrimsdottir (2011) discovered that employees indicated concern in the area of the amount of information they received from their top management, highlighting the need of employees to receive more information from the top management and get opportunity to be involved in the decision-making process.

2.3.1 Types of Barriers

The barriers to communication include physical factors, language, cultural differences, emotions, and different personalities. The examples of physical barriers are walls, doors, and cubicles. These are likely to limit open communication and keep employees separated. The language barriers include employees being more comfortable and familiar with language or dialect other than the most commonly used at work. With the rising immigration, globalization, and multiculturalism in the society organizations are likely to come across language barriers. Socioeconomic status, gender, religion, ethnicity, and culture differences are examples of cultural barriers. The types of emotional barriers are anger, fear, and reluctance. Personality barriers occur when the personality of the individual affects the communication in the workplace. Some of the examples of personality barriers are the ability to listen effectively, provide criticism, and pay attention (Ramirez, 2012).

Drafke (2006) suggested that organizations can develop effective communication and reduce the number of barriers to communication by overcoming the barriers to effective communication by using techniques like feedback, face-to-face communication, upward communication, and being considerate of others needs and feeling. According to Drafke lying, differing perceptions, over eagerness to respond, snap judgments, using closed words, attacking the individual, judging rank, credibility gaps, gatekeepers, noise, wasting the thought-speech differential, and poor listening habits are among the more common communication barriers (Drafke, 2006).

2.4 Communication Process, Networks, and Channels

Early models of internal communication focused on one-way flow of messages. A well-known model of this type is the Shannon-Weaver Model (S-M-C-R). The S-M-C-R included an information source that encoded a message that would be transmitted through a particular channel to send to the receiver who decoded the message (Shannon & Weaver, 1949). This model was focused on the sender and not the receiver. Later Berlo (1960) expanded the S-M-C-R model and incorporated relationships between the sender and the receiver in his model. Berlo included source, message, encoder, channel, receiver, and decoder in his linear model of communication (Berlo, 1960).

Internal communication in organization occurs at different levels. Face-to-face communication between individuals is interpersonal communication. The communication that occurs in teams or a group is called group-level communication. Matters such as vision, mission, policies, initiatives, and information about the organization occur at the organizational level. It is the communication that takes place within and among large environments that are extended (West & Turner, 2010). Communication can occur between two people, among groups of people, in an organization, or outside of organization. It can be formal or informal and can be verbal, nonverbal, or written. Not every communication occurs or flows in the same form or direction (Berlo, 1960).

Verbal communication includes human speech in the form of face-to-face conversation with individuals or groups, through electronic media, speech through telephone, radio, television or video conferencing. Written communication occurs in the form of typed memos, letters, faxes, newsletters, bulletin boards, newspapers, emails, blogs, or websites. Nonverbal communication occurs through body language or gestures, through facial expressions, posture, arm and hand movements, and through behaviors such as promptness and tardiness, pitch and accent, touch maintenance of personal space, and type of clothing worn (Hoy & Miskel, 2008).

Formal communication occurs through an official path, with set rules and in a hierarchy of the organization. Informal communication, also known as the grapevine, does not follow any particular path. Informal communication is interpersonal, horizontal, and casual. Informal communication is becoming more common and is increasing important in organizations. Communication in organizations occurs in different directions. Vertical communication occurs either downwards or upwards in the hierarchy of the organization, horizontal communication occurs among people at same level (co-workers), while diagonal or lateral communication occurs among employees at different levels and different functions. A communication channel is a medium through which messages are sent and received. Face-to-face channels include speeches, social events, and meetings. Print channels include newsletter, reports, and brochures, and electronic channels email, voice mail, instant messaging systems, and video conferencing (Moyer, 2011).

2.4.1 Selection of Media

With the availability of multiple communication channels, organizations are faced with the question of which channel to use for effective results. By matching the need of the audience, the aim and objective of the message, and the urgency of the feedback selection of appropriate media and medium is assisted. Channel selection should include consideration of message ambiguity, richness of media, organizational culture, and resources at hand (Moyer, 2011). McLuhan (1964)

classified types of media into two categories: Hot media and cool media. He explained that hot media is one that demands little interaction among individuals and whose content is specified by the source at the time of communication (McLuhan, 1964). Along with face-to-face channels, this high definition communication known as the hot media includes radio, lectures, books, movies, film, and digital photographs (West & Turner, 2010). The cool media demands a great deal of participation and attention from the individuals to be familiar with the content of the communication (McLuhan, 1964). This low definition communication known as the cool media includes cartoons, conversations, seminars, telephone, and television (West & Turner, 2010).

According to the Media Richness model developed by Daft and Lengel (1984), the choice of the media should be selected on the basis of the level of ambiguity or complexity. It refers to the potential of the media to convey the intended message effectively. The richest medium is found to be face-to-face communication, (Hoy & Miskel, 2008; Moyer, 2011) especially for complex and conflicting messages. Electronic mail, phone, and written communication are considered middle (medium level), while announcements, reports, and posters fall under lean media (Moyer, 2011). Because of its ability to provide immediate feedback, face-to-face medium is believed to be the richest communication medium, telephone medium is found to be less richer than face-to-face due to the absence of visual cues, and written communication is considered to be moderate to low in richness because of slow feedback that is only available in written form (Hoy & Miskel, 2008).

2.5 Communication Satisfaction

Hecht (1978) described communication satisfaction as a socio-emotional feeling derived from interacting or communicating. According to Hecht affective responses that symbolize an enjoyable fulfilling experience are included in communication satisfaction. Anderson and Martin (1995) found that to meet their own interpersonal needs of pleasure and inclusion, employees look for opportunities to interact with their coworkers and supervisors.

Rubin (1993) stated that satisfying communication helps meet the needs of employees, which is likely to result in building better workplace relationships. Communication satisfaction and overall job satisfaction are seen to positively correlate with each other. Because employees are an integral part of the organization, the importance of employee communication satisfaction cannot be overemphasized (Pettit et al., 1997).

Gray and Laidlaw (2002), studied full-time and part-time employees at an Australian retail organization and found that communication satisfaction factors were closely related to each other. They also found that the employees of the organization were generally dissatisfied with all aspects of communication. Subordinate communication and supervisory communication received the highest level of satisfaction among the employees, while personal feedback and communication climate were found to be the areas where employees were least satisfied.

Ahmad (2006) examined different factors or dimensions from Downs and Hazen's (1977) eight factor scale in his study on academic staff at two state universities. He compared the factors separately and found that among his participants, high satisfaction was perceived from subordinate and supervisory communication, media quality, and horizontal communication, while low satisfaction was perceived when considered organizational integration, personal feedback, communication climate, and organizational integration factors.

In their attempt to examine relationship between employees working either full-time or part-time and communication satisfaction at a large Australian retail organization, Gray and Laidlaw (2002) observed that part-time employees were significantly more dissatisfied than full-time employees. There was a significant difference in four communication satisfaction factors that dealt with the level of satisfaction with the content and flow of information (Gray & Laidlaw, 2002).

2.5.1 Superior-Subordinate Interaction and Communication Satisfaction

Mueller and Lee (2002) addressed the extent to which the quality of leader-member exchange affected the communication satisfaction as perceived by subordinates. The results of their study

suggested that Leader-Member-Exchange (LMX) is a strong component for influencing subordinates' communication satisfaction in interpersonal, group, and organizational contexts of organizational communication. Not all Leader-Member exchanges occur in the same manner and at the same level (Mueller & Lee, 2002).

When the subordinates' experience higher level of LMX, they claim higher level of communication satisfaction. Emphasizing development and maintenance of high quality LMX among subordinates can help to enhance the overall communication satisfaction (Mueller & Lee, 2002). Mueller and Lee encountered similar findings as previous research and stated that the quality of LMX in all organizational communication contexts was connected with affective perceptions of communication experiences.

2.5.2 Supervisor Communication Competence

Madlock (2008) noted a strong relationship between supervisors' communicator competence and their task and relational leadership styles. It was reported that supervisor communicator competence was found to be a strong predictor of job and communication satisfaction for the employees. Madlock's study was conducted in variety of companies in the Midwest among full-time workers and it was aimed at identifying the influence of the supervisor communicator competence and leadership style on employees' satisfaction with their job and communication.

Winska (2010) stated that based on the research on internal communication, work appreciation and communication feedback play an important role in communication satisfaction among employee. She further highlighted the importance of the supervisor's oral communication, perceived supervisory communication competence, perceived leaders effectiveness, and the behavior of the supervisor trust, communication climate, and organic rather than mechanistic form of organization as the elements that influenced satisfaction.

2.5.3 Media Richness, Communication Channels, and Communication Satisfaction

Many studies have found face-to-face communication to be the richest communication channel when compared with other mediums such as e-mail, voice mail, or fax (Hoy & Miskel, 2008; Moyer, 2011). Even though communication direction dimensions assist in improving work outcome positively, after a certain point it is likely to do the opposite. Communication saturation may cause the level of performance and satisfaction to drop (Goris et al., 2000). Goris et al. (2002) discovered that both communication overload and communication under-load may affect the level of satisfaction employees receive in communication, which in return would affect the level of job satisfaction and job performance.

2.6 Job Satisfaction

According to Spector (1997) job satisfaction refers to individual's level of contentment with his or her job. Hulin and Judge (2003) wrote that job satisfaction is that simple, they believe that it is a multidimensional psychological response to individual's job.

2.6.1 Importance of Job Satisfaction

Job satisfaction is a very important concept as it is likely to affect both employees and the organization. It is an area very commonly studied by researchers in many business settings. It is often studied from employees' perspective and is often associated with job performance (Judge & Bono, 2001; Locke, 1970). A research report created for the Society for Human Resource Management (SHRM) stated that previous research shows that providing opportunities for employees to engage in a variety of activities and different types of skills aids in improving employee satisfaction levels. When the engagement and satisfaction level of employees are low, it is likely to affect the organization increased turn over or missing work, performing ineffectively resulting in an increase in cost and a decrease in profit (SHRM Report, 2012).

2.6.2 Communication Quality and Job Satisfaction

Orpen (1997) reported that when the transmission and reception of information in an organization are improved, the managers are more likely to be strongly motivated and satisfied. This finding is supported with previous research by Porter and Roberts (1993), who suggested that the quality of communication affected the employees that are deeply involved in their jobs. Byrne and LeMay (2006) examined the perceptions of 598 full-time employees on their level of satisfaction in the information they received and the satisfaction with their job. The data indicated that employees associated more satisfaction in information from their supervisor, when rich media like face-to-face communication was used. When it came to receiving information from top management using lean media like company newsletter was found to be more effective.

Merten and Gloor (2009) discovered that the teams that sent and received more e-mail were found to be least satisfied with their job. The central network position as well as organization's social network was found to affect low job satisfaction among employees. According to Pettit et al. (1997), communication is a key component in employees' satisfaction with their job. Their level of job satisfaction to some extent depends on how they perceive their supervisor's communication style, credibility, content, and the organizations' communication system.

2.6.3 Research and Factors Influencing Job Satisfaction

Exploring the factors that influenced job satisfaction, Zeffane (1994) found that task related factors as well as communication and interpersonal relations are likely to influence job satisfaction levels among employees. A research report created for the Society for Human Resource Management (SHRM) that evaluated the level of employee job satisfaction and engagement for the year 2012 in a variety of organizations in the U.S. was designed to study different aspects of job satisfaction and employee engagement to identify overall employee job satisfaction and engagement. The survey was based on 35 aspects of job satisfaction and was divided into seven areas. Based on the findings from this report, 81% of U.S. employees indicated

overall job satisfaction in their present job. SHRM data on job satisfaction that was collected in the last 10 years found that there are likely several internal and external factors that influence job satisfaction. It was found that variations in the factors that influenced the overall satisfaction among employees over time and during different years were believed to be due to changes in the economy, demography, and society (SHRM Report, 2012).

Among the many factors contributing to job satisfaction, the two that have remained as the highest priority list over the years are opportunities to use skills and abilities (63%) and job security, which was marked as number two (61%) on the list of most important aspects of job satisfaction, regardless of tenure, age, gender, and the number of staff in the organization. This shift of job security being on number two spot after previously being on number one spot is believed to be an effect of the recovering economy, where employees are not as concerned about losing their job as they were before. The other factors contributing to job satisfaction were: compensation (60%), communication between employees and senior management (57%), and relationship with immediate supervisor (54%). The report indicated that 75% of employees were satisfied with the level of opportunities to use their skills and abilities in their workplace. Employees are likely to be more satisfied with their job and are more engaged when they are able to use their skills and abilities to contribute to the success of the organization (SHRM Report, 2012).

Communication among employees and senior management was considered an important component in influencing employees' level of job satisfaction. Interestingly, this component was most important for employees who worked for the organization for 11-15 years. Results indicated that 59% of employees were satisfied with their communication with senior management. Employees in executive and middle-management roles considered autonomy and independence to be an important factor of job satisfaction. Compensation was considered very important for overall job satisfaction and despite it being reported as third on the list of factors important for job satisfaction it was only three percentage points below opportunities to use skills and abilities and

only one percentage points below job security. Among the employees who participated in the study 58% reported to be satisfied with compensation, which was more strongly seen among the employees of larger organization (SHRM Report, 2012).

Saari and Judge (2004) studied employee attitudes and job satisfaction. They indicated that cognition and affect are linked. Therefore, when evaluating job performance, both thinking and feeling component should be considered. They mentioned that the area that is most important to influence job satisfaction is the work itself. Matching the employees and job appropriately helps to increase the job satisfaction levels.

Kovach (1995) indicated that employees reported interesting work at number one and good wages at number five on the list of most important factors for job satisfaction. In contrast, managers' perceived employees' most important factor for job satisfaction to be good wages and interesting work as fifth on the list. This implies that employees and employers are likely to have different views about what contributes to employee job satisfaction.

2.7 Communication Satisfaction and Job Satisfaction

Several research studies on employee communication and job satisfaction. (Pettit et al., 1997; Pincus, 1986). Madlock (2008) found a strong relationship between leadership styles that included both task and relational behavior and employee satisfaction in his study that examined the influence of supervisor communication competence and leadership style on employee job and communication and satisfaction. Madlock's study was conducted on full-time workers from several Midwest companies. The significant findings included a strong relationship between supervisor communication competence and their task and relational leadership styles. Among these, the supervisor communicator competence indicated a stronger predictor of employee job and communication satisfaction (Madlock, 2008). With 68% and 18% variance respectively, supervisor communicator competence seemed to influence communication satisfaction level more than job satisfaction level among employee. Madlock found a possible connection between

leadership styles and communication competence. When studying the task and relational leadership styles separately, it was found that the relational leadership style influenced employee communication satisfaction, but the task leadership style did not show any significant correlation to employee job and communication satisfaction.

A study of employees of a university's food-service unit explored the relationship between communication and job satisfaction. Ramirez (2012) mentioned that there have been many studies on the relationship of communication and job satisfaction but few in the food-industry. Using an adapted version of the widely used Communication Satisfaction Questionnaire and the Abridged Job Descriptive Index, Ramirez reported that the highest level of communication satisfaction experienced was among the student employees, the lower level of communication satisfaction was among classified employees, and the lowest level of communication satisfaction was experienced by the managers. However, managers experienced highest level of job satisfaction (Ramirez, 2012).

Ehlers (2003) compared the different factors of communication satisfaction with factors of job satisfaction. Ehlers indicated significant correlations between horizontal communication and the nature of the work, pay, promotion, supervision, and coworkers. A significant correlation was also found between supervisory communication and all factors of job satisfaction selected in the study. Ehlers's study was conducted on different levels of employees at several manufacturing firms. Pettit et al. (1997) indicated the dimensions of communication satisfaction such as trust for superior, desire for interaction, and perceived communication load, affected the level of job satisfaction among the manufacturing firm employees that participated in their study.

In a study conducted among the nurses at a hospital, supervisor communication, communication climate, personnel feedback, and top management communication provided a strong link with job satisfaction (Pincus, 1986). This study also examined the relationship between communication satisfaction and job satisfaction by considering individual factors of communication satisfaction.

Pincus (1986) also examined job productivity. However, the results showed more significance between communication satisfaction and job satisfaction than communication satisfaction and job productivity.

Muchinsky (1977) found significant relationships between communication satisfaction and promotion, nature of work, coworkers and pay, which are the dimensions of job satisfaction. Muchinsky's study on employees at different levels at a government agency also indicated the relationship between the communication satisfaction and the above mentioned dimensions of job satisfaction to be positive. Goris et al. (2002) concluded for both performance and satisfaction, communication satisfaction plays a role as the predictor. Satisfaction with factors such as work, supervision, pay, promotion, coworkers, and overall satisfaction was found to be related to communication satisfaction (Goris, et al., 2002).

Steingrimsdottir (2011) studied internal communication and job satisfaction among employees at a university. It was reported that employees were in many ways satisfied with the internal communication with their university. The study used descriptive research method and Communication Satisfaction Questionnaire (CSQ). The relationship factors with supervisor and coworkers were viewed to be most satisfying by the employees. The results indicated a strong connection between internal communication and job satisfaction (Steingrimsdottir, 2011). These findings are consistent with previous research (Carriere & Bourque, 2009). Carriere and Bourque stated that the level of job satisfaction and affective organizational commitment are affected by internal communication only if organizations foster communication satisfaction amongst employees. Lacy and Sheehan (1997) researched job satisfaction among academic staff from eight different nations (Australia, Germany, Hong Kong, Israel, Mexico, Sweden, UK, and USA). The factors that contributed most to job satisfaction levels in these staff members were university atmosphere, morale, sense of community, and relationships with colleagues (Lacy & Sheehan, 1997).

2.8 Downward Communication

As its name indicates it refers to the existence of upper body in hierarchical structure of an organization and direction of flow of information (Amanuel, 2012). In a classical bureaucracy management convey a message to subordinates in various ways in line with the organizations objective (Barling, J., Rogers, K. & Kelloway, E. K., 1995). In organizational echelon, the source of information is located at the top whereby superiors or executives with vested authorities by the organization are found (Hecht 1978). When organizational communication considered functionally downward communication is never changing with notion of communication structure with regard to role of communication. There are many reasons for the need of downward communication (Pincus, 1986).

2.8.1 Supervisors' Communication Satisfaction

Malhotra (1993), conducted research on communication satisfaction with supervisors. It considered variable such as perceived approachability with supervisors with regard to sharing ideas or information, the level to which subordinates involve in a decision making process. Workers satisfaction is weighed by their satisfaction with such as: salary, promotion, kind of work, supervisor, and colleagues (Hecht, 1978). Malhotra (1993), concluded in their research that communication satisfaction with supervisor and approachability is crucial in determining job satisfaction.

Halin and Gustavson (2010) had discovered that subordinates were satisfied with their supervisor who heartens them to contend their side of view because it will boost their confidence. They found out in their research that supervisors in return are satisfied with subordinates who communicates in a modest tone.

Pace and Faules (1994), theorized that organizational communication which comprise confidence in superiors, influence of superiors, aspiration for communication, satisfaction with

communication, information load, and directionality of communication is instrumental in maintaining a sensible role between job performance and job satisfaction of employees.

Pace and Faules (1994), concluded that communication satisfaction derived from trust in superior, desire for interaction, and communication load got higher number of supporters that it would serve as a precursor of job satisfaction.

Halin and Gustaveson (2010), point out the internal aspect of communication in an organization are crucial to the working environment and the supervisor must ponder over when evaluating their subordinates. Considering the various interactions that a subordinate has with his/her colleagues, supervisors and top managers are instrumental in shaping communication satisfaction levels as Pincus (1986) suggests.

Redding (1972), found out that workers with little confidence on their supervisor have shown strong correlation between the extent of communication at the time of their evaluation and job satisfaction. Therefore, when a worker has a low amount of confidence in his/her supervisors, the employee relies upon the preciseness of response at the time of performance evaluations to discern how satisfied and how sedulous they work. Redding (1972), is of the same opinion that employees with high trust on their supervisors search for other variables for satisfaction and performance while low trust employees have the communication at the time of performance evaluation is very crucial. Obviously, communication (i.e., is the level of satisfaction) has a major function in working relationship between subordinates and supervisors.

2.8.2 Subordinates Communication Satisfaction

Top management has a major function of making policy decisions in an organizational setting. Furthermore employees on the lower strata and who usually interface with each other have an impact as to whether an employee is enjoying his/her job. If the employee find people in working environment that are difficult to deal with it will most probably make the employee unhappy and dissatisfied (Ibid).

More communication does not necessarily mean satisfied employees as perception of more communication was negatively co related to job performance. Nevertheless, the research confirmed that communication is instrumental in improving teamwork, job satisfaction and commitment, Redding (1972). Therefore, more communication can make employees more satisfied, yet it may result in fewer jobs being performed.

Halin and Gustaveson (2010), state, managers are stretch beyond the myth that more communication is better and concentrate on what type of communication is more efficient and precise to the situational need, Malhotra (1993), understood that both supervisor and the top management do have a direct impact on communication satisfaction of employees. So far, one can conclude the significance of colleagues, supervisors and top management in deciding the effect of job satisfaction on employees, Amanuel (2012).

2.8.3 Superior-Subordinate Job Instruction

The medial of instruction include, direct, textual job descriptions, procedures, manuals, and audiovisuals. The more intricate the work is the higher concentration of the communication, that is to say the type of information how much it is and how specific it is. Therefore, simple assignments may require short instructions while complicated tasks require detailed instruction. Nevertheless, the level of expertise of the worker will determine the amount and how specific the instruction could be.

Routine assignments the nature of being repeated workers who have been doing the work already doesn't need much of specific instructions although the task may be complicated. Workers with good experience have adopted forecasting abilities that would enable that would enable them to use easy and short way of dealing with complicated instructions and have more communication satisfaction, Hecht (1978).

The emotional and cognitive interaction in relation with communication satisfaction is determined by the direction of flow of information. The superior's behavior influenced the length and details

of orders given to subordinates and the higher the forbearance of subordinates to uncertainty of information the less they require detailed explanation of instruction, Hecht (1978).

Less forbearance for bewildering information by subordinates is an emotional liability in the organizational process. Therefore, a worker who is ambiguity intolerant will be dissatisfied by uncertain communication. Yet, uncertainty could be a strategic choice in a given trend of communication and an actuality in organizational environment resulting in coziness for those who utilize it while subordinates may not necessarily consider it valuable. Scholars who value directional flow of information may place value on precision in hierarchical superior-subordinate communication as highly crucial yet the actual organizational communication is that bewilderment may be needed from relational point of view and managerial tactical concern although is not the method for improving satisfaction of subordinate. A frank communication is a cultural consideration; bit a linguistic imperative. Trained managers adopt the capacity to change their language along different situations from frankness to indirection based on their understanding of the other person and situation (Malhotra, 1993).

On top of affirmative qualities of lucidity seen from a working and humanistic view, the skill of communication from superiors to fulfill subordinates depends on acceptance of legitimacy of superior's authority (Malhotra, 1993).

2.8.4 Giving Instructions

Giving instruction can be linked with different styles for organizational communication satisfaction communicated by subordinates. Nevertheless, giving orders by managers is characterized by subtlety and relaxed subject (Lee, 1997).

In some firms, admitting employees to have organizational information is considered as a danger or as a loss. Whereas, though it is believed that an employee may be informed there is a doubt as to what extent should he /she be aware of organizational information. Obviously, admission of employees to organizational information entirely may place higher officials' authority in attrition.

The notion that acquaintance begets hatred may verily thwart the officials from giving enough information available. Depending on nature of the organization as a political entity may impinge in restricting access to certain confidential information archives (Miller, 2003). This may cause the managements to believe that they should not provide full information of organizational activities entirely to employees. Therefore, higher officials may also be denied access to full information. However, denying information to the subordinates may frustrate them and be dissatisfied by shortage of information supply. Due to this fact, mainly at the lower strata of organizational hierarchy it could be asserted that there is certain dissatisfaction due to shortage of information (Miller, 2003).

“Generally, coherent set of values, beliefs, and hopes (sometimes fears) about how the world does and should work. Sometimes embracing a certain ideology may be a requirement for belonging to a group” (Martin & Sell 1980). Therefore, organizational philosophers, conveys the culture, principles and views of the organizational climate. In a superior-subordinate relation communication philosophy can communicate information to subordinate colleague that hierarchy is “normal acceptable and unproblematic” (Martin Sell 1980), perhaps thwarting interpersonal problems and dissatisfaction as well.

In a downward interpersonal communication, the philosophy of communication may be planned to coach employees regarding the firm’s vision, mission, objectives, values and ideology. Therefore, it could be concluded that the communication philosophy can develop the interpersonal feature of communication satisfaction.

Information regarding firms’ methods and tools, policies and conventions, in addition culture may be considered as another role of downward communication (Amanuel, 2012).

2.8.5 Response

The last part of downward communication has to do with a response given to subordinates by supervisors. The response is so crucial that it would enable subordinates check as to whether their

operation is done in accordance with the standard required. Furthermore, it would enable the superior to straighten employees' behavior from going astray or to identify operation loopholes seen to help the employee get the precise information to meet the target of performance (Amanuel, 2012).

2.9 Downward Communication Channels

Various Medias such as print, computer network, interpersonal, group and organizational channels are applied to communicate information down ward depending on the capacity relevance and convenience of channels to achieve satisfaction (Barker, J. R., Melville, C. W. & Pacanowsky, M. E., 1993).

Nevertheless, mainly downward communication is characterized by print media owing to the development level in Sub-Saharan African organizations which Ethiopia is one (Alger, 1990).

It also follows formal communication which emanates from the sender which are at managerial level being the main factor of dissatisfaction of subordinates in a downward communication. Actually, researches confirm that subordinates opt face to face communication with their supervisors, Allen (1996). Face to face communication is also believed to be highly successful and most fulfilling way of communication (Maslow, 1954). Basically, since African communication culture is natural and oral, it is not compatible with the colonial heritage. This idea is strengthened by the theory of psychological model which hypothesize media naturalness in which face to face communication is one of the major means that enables cues, gestures, tone and slangs (Maslow, 1954).

Among the challenges to upward communication, superiors high regard for downward communication delusion that their communication to subordinates is effective and taken for granted that subordinates understand and comply (Marret, C, Hage, J & Aiken, M., 1975). The other main reason for reduced satisfaction may be information loss as it goes through the downward hierarchical chain due to change of structure in the information (Amanuel, 2012).

Inner conflicts often produced by pressures experienced by the leaders. These conflicts are:-status anxiety and completion anxiety. These refer to being torn between responsibility and authority, the desire to be liked, and fear (failure, success) of dealing with competitive managerial work respectively. Such inner turmoil can cause downward communication distorted and omitted.

The downward communication from the superior to subordinate could be remarkably ineffective since downward communication is usually one way it provides no opportunity for feedback. This problem is highly reflected on written and mechanical communications (video cassettes). Face to face communication could be a solution to this problem.

While superiors tend to commit themselves to total organization, subordinates bias towards their department or groups. Superiors aim at long-term goals while subordinates immediate outcomes. Typically superiors view their contribution in terms of achievements, while subordinates consider themselves as contributing long hour and hard work. Such differences contribute to filtering out of downward messages by subordinates.

Downward messages can be blocked if subordinates mistrust their superior. The reasons for mistrust are: lack of frequent contact, control of subordinate's rewards. Subordinates usually feel comfortable or rely on their grapevine (informal) communications with their co-workers than their superiors.

2.9.1 Supportive Downward Communication

Dissatisfied workers doesn't venture on positive duty and they rather are a liability to the organization. Owing to this fact, they develop low self-esteem with regard to their value in the organization which causes them to involve in a negative operation that resulted from the state of mind which is dissatisfaction (Amanuel, 2012).

Despite the fact that, the contribution of subordinates to boost output is low, in the modern working environment it will be considered worthwhile to attend to subordinates psychological needs and esteem their dignity (Miller, 2003).

Satisfaction of subordinate with the job and organization comes from a type of communication that adds value to dignity and respect. Dialogic communication between the supervisor and subordinate has the feature of bilateral genuineness, honesty, forwardness, candidness, and reverence.

The qualities mentioned are considered to be effectiveness of criteria to measure supervisors' performance (Allen, 1996).

2.9.2 Channel Selection for Downward Communication

Besides the communication elements to be considered in media selection which are; accessibility, cost, impact, relevance, response and skills: richness of media plays important role sine communication satisfaction is correlated with it (Nakara, 2006).

The ability of a given channel to convey information fully to maximize fulfillment is refers to mead richness in a downward communication of an organization (Rubin, R., Perse, E., and Barbarto, C., 2006).

Informational satisfaction is gained in supervisor-subordinate relationship the richer the media. In organizations where teamwork is highly valued rich media is of paramount importance. In collectivist environment such as Africa, rich media especially face to face communication is a natural channel at work (Redding, 1972).

Therefore, most employees chose rich media to be the best tool of communication satisfaction because of its natural appeal (Amanuel, 2012).

Researches often assert the dissatisfaction of downward communication despite deliberation on excellence of managerial communication skill (Philip, 1975). The advent of leadership as a

conversation has necessitated the demand for changing this kind of sad communication by means of awareness of variety, strength and weakness of different channels in organizational communication (Redding, 1972).

2.10 Upward Communication

Upward communications is in general about subordinates, their challenges, their performance and the organizations policy and procedures as they convey their message upward (Alger, 1990).

As an exchange theory or the reciprocity norm would suggest it would undoubtedly develop downward communication by improving reception (Barret and Davidson 2006).

Upward communication is an opportunity of speaking to important people that make decisions for subordinate furthermore enabling them gain career advantages (Amanuel, 2012). Thus, the prime concern of subordinates for upward communication is to maneuver, join and impact supervisors (Pace and Faules, 1994).

Three crucial types of information that need to be communicated up ward are; special expert information used for designing of tasks, the degree of implementation of instructions, and job related risks the characters of which include precise, thorough and time bound (Redding, 1972).

Among other reasons for the loss of information at different levels of organizational hierarchy due to structural distortion are: condensed, accented, assimilated, whitewashed and reductively coded (Redding, 1972).

2.10.1 Trained Communication Incapacity

The communication barriers caused due to technical jargons of different professionals in an organization is termed as trained communication incapacity. In such linguistic climate communication dissatisfaction is inevitable (Amanuel, 2012).

The other is management philosophy, for instance, human resource managers deliberately allow distortion as they receive message in a manner that it will ensure the strategic managerial advantage (Amanuel, 2012). The middle managements filter positive from the negative as they relay information upward to human resource manager (Martin & Sell, 1980). The desire of subordinates want to be promoted or lack of trust in their superiors they filter information for fear of reprisal (Miller, 2003). The reasons are considered in critical perspective for upward communication distortions which are: power relations, hierarchical structure and how information is used to reflect power (Mayer & Schoorman, 2006).

Timeliness of information one of the constituent of satisfaction with upward communication as current information is important while old information lead to bad decisions since information is perishables and its usage is time-bound (Amanuel, 2012).

Managers sort information and prioritize which are in agreement with the organizational policy; they reject contrary information since it disturbs status- quo (Mazzei, 2010).

Managers apt to choose information comfortable to their ways of thinking and disregard discomfoting versions or options which may be called managerial blind- spots (Pace and Faules, 1994).

Skilled competence refers to a managerial language intended to be self-serving while it is ambiguous to subordinates since it is deliberately crafted to obscure so that it is of no use to subordinates (Malhotra, 1993).

These tow abovementioned management communication problems are reason for communication dissatisfaction of employees (Malhotra, 1993) and further a malfunction in communication development attempts (Pace and Faules, 1994).

2.10.2 Upward Communication Policy

The stipulated or implied rules governing organizational communication patterns is termed as communication policy (Pincus, 1986). The need for communication policy stipulates, that it would enhance communication upward and ensure satisfaction (Amanuel, 2012). Given appropriate and clear strategy is implied on all stakeholders involved.

Organizational communication rules provide apparent suggestions and instruction about upward communication practice and what ought to be regarding participants in the organization echelon (Malhotra, 1993).

Democratic communication and subordinates communication fulfillment helps to develop organizational maturity, workers satisfaction in a typical human resource organization that encourages upward communication (Maslow, 2003).

As may be indicated in organizational manuals, various communication strategies, wide range of communication Medias are employed to ensure upward communication satisfaction (Martin and Sell, 1980).

2.10.3 Upward Communication Barriers

As typical for African civil service oral and written common communication channels are used for upward communication usually (Maslow, 1954). The key to success in employee relations is developing relationship that transmitting messages (Marshall, 1920). This notion is further strengthened by the fact that asymmetrical relations involved in prelateship management theory (Mazzei, 2010). However, subordinates find it difficult to communicate despite the proper traits of managers due to oral complication apprehension (Redding, 1972).

2.10.4 Barriers to upward Communication

Effective upward communication provides channel for ideas as a feedback response to downward directed messages by managers creating feeling of acceptance in decision making process. This is

what organization members consider most important and satisfying. Similarly, it is considered the most difficult to perform. Usually, subordinates release information they think could build their reputation in positive manners in the sight of their superiors and withhold information they think may damage their image.

2.10.5 Attitudes of Subordinates

People at lower rank distort information they transmit upward resulting in a perceptual chasm between superiors and subordinates. In a bureaucratic, machinelike organizational climates, upward information distortions are innate, the more subordinates desire to be promoted and advanced in their career. Subordinates tend to conceal information they think will have negative bearing on their reputation, and scared of being considered as scapegoat.

2.10.6 Attitudes and Actions of the Superiors

Superiors contribute to distortions of information owing to mistrust, intimidation against their subordinates. When superiors exert a positive effort in helping their subordinates to be open it plays a constructive role in maintaining healthy upward communication. Superiors perceive effective subordinates as the once who confront and challenge their bosses in upward communication.

2.11 Horizontal Communication

A lateral communication between peers of similar positions in particular work unit that involved coordination function that can generate satisfaction (Pace and Faules, 1994). The greatest amount of communication takes place in horizontally relations due to numerous numbers of subordinates that supervisors and moreover due to a relaxed state of mind in speaking to peers (Allen, 1996). Horizontal communication is also chosen skip vertical bureaucracy that impinge on lateral relations by offering shortcuts (Amanuel, 2012).

Besides addressing socialization in a working environment it further enhances participatory decision making process that allow subordinates control and choice (Mayer & Schoorman, 2006).

A workplace democracy and power sharing maintained organizations that encourage lateral relation that cut on desire for vertical relations (Amanuel, 2012).

Among communication functions; task coordination, sharing information, solving problems, shared understanding, conflict resolution, and socialization can be mentioned (Mayer & Schoorman, 2006).

One important feature of lateral communication is its informal nature (Amanuel, 2012). Despite prevalence of formal communication structure, informal communication exists. The entire organizational members are impacted by multidirectional flow of informal communication in an organization (Mazzei, 2010).

Davis argues that there are four types of informal communication which are: a single strand in which 'x' communicates with 'y' through go between or intercessory people, gossip through which 'x' communicates with everyone, probability is through which 'x' communicates randomly communicates based on low of probability and finally cluster is in which 'x' communicates with whom it trusts (Mazzei, 2010).

He also recognized the motivation for informal communicate which are: recent news, work related issues, to know about other organizational member, proximity, and work cooperatively (Amanuel, 2012).

2.11.1 Horizontal Communication Satisfaction

Among requirements that help gauge communication satisfaction are: the level of activity of grapevine in organization, the level of free flow and accuracy of horizontal communication, level of adoptability of compunction practices to emergency , extent of compatible work group and extent to which informal communication is accurate and active (Lee, 1997). However, it should be

underscored that sources of horizontal communication satisfaction and gauge must be far more than those mentioned above and may include more circumference than currently conceptualized (Amanuel, 2012).

2.11.2 Dissatisfying Aspects of Horizontal Communication

One of dissatisfying aspect is, territoriality whereby members are sensitive of their personal space between each other in an organizational environment and have the desire to maneuver their affairs in which contrary people are excluded. Therefore, those excluded may be denied of full reward that is obtained from being included in the communication and d satisfaction that comes with it (Amanuel, 2012).

Rivalry is also another cause of dissatisfaction whereby different echelons are not in agreement and rather competes for position with one another (Ibid). Therefore, rivalry deprives enjoyment derived from matured communication causing dissatisfaction (Amanuel, 2012).

Specialization, results in narrow occupation and specialism whereby different units use different codes and jargons that deters communication flow in an effect of dissatisfaction (Ibid).

The last cause of dissatisfaction is lack of motivation in a lateral communication initiative is important while lack of communication knowledge and competence can deter communication (Ibid).

2.11.3 Barrier to Lateral Information Flow

A horizontal communication between peers or colleagues alias called “bridge”, is the other aspect of communication. This communication reduces potential distortions enabling coordination and crating problem solving and information sharing between departments. It allows subordinates in making decisions and resolve conflicts without intervention of superiors.

However, different goals and viewpoints pose difficulty in communication. Ranging from minor disagreements to persistent and distractive conflicts may arise between departments. As

departments jockey for position, vying for recognition or promotion may pose detrimental threat to the lateral communications. Among identifiable causes of lateral communication barriers are; increased specialization, lack of management recognition and reward and suppression of difference can be mentioned.

2.12 The Grapevine as Informal Communication

Among the generalizations regarding grapevine are: it's being oral medium, functions in cluster, driven by particular situations, spread after being exposed to an event, interesting information are likely spread, more active in groups, good or bad it had a role to play, it involves management at all level and grapevine by nature starts, spread and culminate in any section (Glen, 1956).

2.12.1 Grapevine - Positive and Negative Aspects

Grapevine is rapid and instant in spread (Amanuel, 2012). The moment an employee is exposed to and know a secret he confide in to his fellows with interest and enthusiasm (Ibid). Managements of an organization get feedback regarding attitudes of organizational policy and practice. The feedback is faster than formal channels (Ibid).

Above all, besides its being instrumental for the management s to pry on subordinates for a feedback, it binds the subordinates to become one and work in unison (Ibid). Confidential information maintained at the management level, when unfolds in a dramatic manner it has an entertaining aspect to it (Amanuel, 2012).

Therefore, grapevine fills the gap of information which are inadequate, ineffective or absence in formal channels of communication (Elazar, 1995).

2.12.2 Demerits of Grapevine

Among the cones of grapevine, distortions and partial that fail to give full picture, source of information is dubious, highly engaging in gossip than work, cause hostility against management

and makes the image of organization by diffusing negative stories about management (Amanuel, 2012). Therefore, grapevine can be satisfying as it fulfils informational and relational needs.

Grapevine addresses important effective, interpersonal and moral need which derives satisfaction for number of subset employees, Maslow (1943). Especially in high power distance and collectivist institution like Ethiopia (Amanuel, 2012).

2.13 Theories and Models related to Communication and Job Satisfaction

Maslow's (1943) theory highlights the importance of human needs. According to his theory, individuals must obtain lower-order needs prior to satisfying higher-order needs. The needs from low-high included physiological (living wage for food, clothing), safety (safe working conditions), affiliation (social relationships with coworkers), esteem (rewarding work, bonus pay), and self-actualization (work allowing exercise of creativity). His theory is based on Human Relations principles.

McGregor's (1960) theory X considers workers as people who work as little as possible, lack ambition, dislike work, and have tendency to avoid work. His Theory Y considers workers as highly motivated, self-directed, committed, responsible, imaginative and creative, and intelligent. Miller (2015) mentioned that the results from Theory Y managerial assumptions would result in more satisfied and productive workers.

Herzberg (1959) stated that the behavior of the individuals in the organization is affected by two factors, hygiene or maintenance factors and motivators. The hygiene or maintenance factors included the basic features of the work environment that are required for the job. The motivators are the factors that allow individuals to grow in their workplaces.

Drafke (2006) mentioned that in Herzberg's theory, the motivators are the factors that create satisfaction. The assumptions of Herzberg's theory are:

- ✓ There are two separate sets of factors in explaining work satisfaction and dissatisfaction.

- ✓ Motivators tend to produce satisfaction, and hygiene factors tend to produce dissatisfaction.
- ✓ Work satisfaction and dissatisfaction are not opposite, but rather separate and distinct dimensions (Hoy & Miskel, 2008, p. 141).

The results of a survey that applied Herzberg's (1959) theory and included 2,700 employees involved in business operations at a large public research university, found work itself to be the strongest predictor of job satisfaction (Smerek & Peterson, 2006).

2.14 Measuring Communication Satisfaction and Job Satisfaction

2.14.1 Communication Satisfaction Scales

Communication Satisfaction Questionnaire (CSQ) was developed to measure communication satisfaction (Downs & Hazen, 1977). The areas covered in CSQ include the direction of information flow, the formal and informal channels of communication flow, relationship with different members in the organization, and the forms of communication (Gray & Laidlaw, 2004). In CSQ employees report satisfaction or dissatisfaction at different levels with different organizational communication dimensions (Clampitt & Downs, 1993; Crino & White, 1981; Downs & Hazen, 1977).

CSQ is one of the most widely used instruments in studies related to communication satisfaction (Gülнар, 2007, Mount & Back, 1999, Pincus, 1986). CSQ includes 40 items and a Likert scale with 7 items from very satisfied to very dissatisfied. A factor score is found by averaging each item from each dimension. CSQ consists of eight factors that include satisfaction with communication information, relationships, channels, and climate.

The details of each of the dimensions of the Downs and Hazen's (1977) Communication Satisfaction Questionnaire (CSQ) are briefly described below:

1. Communication Climate dimension measures communication at both organizational and personal levels to find out whether the organization's communication is stimulating and

motivating enough for the employees and to what extent it makes them identify with the organization. It also includes the communication competence of the employees to find out whether their attitudes about communication in the organization are healthy or not.

2. Relationship to Supervisors dimension refers to the upward and downward communication flow in the organization. It considers the extent to which the supervisor is open to ideas as well as how well the supervisor listens, pays attention, and provides guidance to the employee for solving job related problems.

3. Organizational Integration dimension refers to the information that employees receive related to their job, such as the policies, benefits, requirements of the job, personal news, and other information in their immediate work setting. This category also includes information about the department plans.

4. Media Quality dimension revolves around the quality of communication. It considers the clarity, the flow, and the quantity of communication in the organization.

5. Horizontal and Informal Communication dimension deals with the amount of activity among the information networks among coworkers and the quality and accuracy of the information shared, including through grapevines.

6. Organizational Perspective dimension concerns the information about the organization as whole. It includes organizations' goals, financial status, performance level, and organization and government policies.

7. Relationship with Subordinates dimension deals with communication with subordinates. The supervisors are the only ones that respond to statements in this category. It deals with subordinate responsiveness to downward communication and their willingness and initiative to send information upwards. Communication overload is also considered in this dimension.

8. Personal Feedback dimension deals with supervisors' understanding of the problems faced by the employees on the job and whether or not employees believe the criteria to judge them is clear or not. It deals with the employees need to know how they are being judged and how their performance is evaluated.

The two main dimensions identified by researchers that are included in organizational communication are informational and relational dimensions. The informational dimension considers the level of satisfaction with the content and flow of information, while the relational dimension considers the satisfaction with communication relationships by members of the organization. (Pincus, 1986; Putti, Aryee, & Phua, 1990). Pincus included relational, informational, and a general informational and relational factor when measuring communication satisfaction. Gray and Laidlaw (2004) concluded that each category did not provide any significance difference.

2.14.2 Job Satisfaction Scales

The Job Descriptive Index (JDI) developed by Smith et al. (1969) and the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) are among the most popular and widely used measures to evaluate job satisfaction. The JDI is designed to measure satisfaction on the basis of five facets. The Job in General instrument measures employee satisfaction based on the broad sense of employees' overall satisfaction with their job. When studies are combined with multiple studies or where more than one topic is analyzed, a global measure of overall job satisfaction is used. To accommodate both reliability and also not make it very time consuming, The Abridged Job Descriptive Index and Abridged Job in General were created as the shorter versions of the original JDI scales.

The Minnesota Satisfaction Questionnaire, also known as MSQ, (Weiss et al., 1967) measures employees' satisfaction level for their particular job. There are two long versions of the instrument developed in 1977.

CHAPTER 3

METHODS OF THE STUDY

3.1 Study Design

The research strategies taken for the research are both qualitative and quantitative survey types. Based on the nature of the research, using this research strategy is advantageous as it does not require any manipulation or change of situations, instead, it is completely static and only considers questioning and recording of actual facts. Downs & Hazen (1977) communication satisfaction questionnaires were used as data collection tools for the research preparation. The questionnaire was constructed to indicate level of satisfaction of respondents using a one-to-seven point Likert scale that ranges between 1= "Very Dissatisfied" and 7= "Very Satisfied". Although some questions have been raised about the stability of the eight original dimensions, researchers have confirmed the reliability and statistical validity of the CSQ. Rubin et al. (1994) reported:

The basic aim of survey research is to describe and explain statistically the variability of certain features of a population (Baxter & Babbie, 2004). What makes the survey method appropriate as a data gathering and data-analysis technique for this study is its strength as a tool to quantitatively measure answers to questions concerning a group's attitudes, beliefs, and behavior (Church & Waclawski, 1998) about the Company's communication climate. According to Austin, E. W., & Pinkleton, B. E. (2001).

Organizations commonly turn to survey research when they want to understand their target audiences' awareness, opinions, attitudes, knowledge, behavioral motivations, media use, and other information necessary for successful campaign implementation or evaluation. Baxter and Babbie (2004) contend that, "the heart of trustworthy survey research rests with the reliability and validity of the questions asked".

Another advantage of the CSQ is it also yields qualitative data through responses to an open-ended question. According to Hargie and Tourish (2000) the advantage to posing open-ended questions “is the low level of influence imposed on participants – where they can present their opinions, attitudes, thoughts, feelings and understandings unrestricted by the interviewer”.

3.2 Population

Approximately Four Hundred Ten staff members across different branches of the company in Addis Ababa comprised the population. The population included a wide variety in terms of gender, number of years in service, marital status, educational level and job satisfaction.

Therefore, knowing the versatility and individual characteristics of each groups helps to have outputs that clearly represent the entire population size, and as a result, under extensive processing and analysis form a more general solution to the raised problem.

3.3 Sampling Techniques and Procedures

Sixty representative samples were selected using Stratified Random Sampling, a sampling technique useful to select representative samples from the population for this particular study by dividing the population into groups, and hence, reduce error compared to other random sampling techniques. Therefore, representative samples were selected from each group to support the research objectives.

3.4 Research Questions and Corresponding Null Hypotheses

To determine the level of communication satisfaction and job satisfaction among staff members at the participating institution of higher education, the following research questions were developed for this study:

Research Question 1: Is there a significant difference between male and female staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire?

Ho1: There is no significant difference between male and female staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire.

Research Question 2: Is there a significant relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions?

Ho2: There is no significant relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions.

Research Question 3: Is there a significant difference between married and single staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire?

Ho3: There is no significant difference between married and single staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire.

Research Question 4: What is the level of communication satisfaction or dissatisfaction in Awash Insurance Company?

Ho4: There is relatively a high level of communication satisfaction in Awash Insurance Company.

Research Question 5: Is there a relationship between communication satisfaction and job satisfaction for Awash Insurance Company's employees?

Ho5: There is relatively low relationship between communication satisfaction and job satisfaction in Awash Insurance Company.

Research Question 6: What is the relationship between formal and informal communication channels and job satisfaction for Awash Insurance company employees?

Ho6: There exists a poor relationship between formal and informal communication channels and job satisfaction for Awash Insurance Company Employees.

3.5 Method of Data Collection

The process of data collection implemented for the research used questionnaire formats as a principal method for collecting data. Questionnaires were distributed to sixty Awash Insurance employees. The questionnaires provided information on what the data will be used for, while ensuring participant anonymity. The questionnaires also explained how participation was voluntary but would be greatly appreciated. The questionnaires mostly contain a rating type and open-ended questions.

Pilot Study

Pre-test was conducted to check the validity of questionnaires with respect to certain parameters like: clarity of questions, availability and willingness of respondents, and time needed to administer questionnaires by selecting target groups that may possible be classified as main respondents.

The whole process of pre-testing was carried out for a month period of time and through this, different feedbacks from respondents were gathered and the necessary adjustments to the data collection tool were made accordingly.

A total of 25 employees working in Marketing, Legal, Audit, and Claims departments at the Head Quarter office were selected to fill-out the sample questionnaires.

After Two weeks' time, only three respondents were unable to return complete questionnaires. This make the willingness percentage of the respondents to fill-out the questionnaires Eighty-eight percent (88 %).

Recommendations on different sections of the questionnaires were forwarded by the sample respondents and positive adjustments were also made to the questionnaires in order to clarify the ideas behind each question.

Generally, most of the respondents agree that the data collection tool was a simple, coherent, and comprehensive design that they were able to give their ideas without being biased and was a free-flowing tool that navigates thoroughly to the main objective of the study to be undertaken.

3.6 Data Processing and Analysis

The two main types of data used in this research are qualitative and quantitative data. Both have their own ways of analysis and interpretations to the formulation of the general objective and research findings.

The qualitative data are sentences having a meaning and were analyzed using the constant comparative method. This method comprises of several steps starting from writing data on notebooks or diaries followed by thorough readings by highlighting important parts to the final steps of screening and obliterating irrelevant information.

The quantitative data are of numeric values and the first step considered for analysis is the 'Eyeballing'. After eyeballing, explaining of the individual characteristics of data and their relationships in words were done. This is important for grouping data and determining the method and procedures for analysis. Then, the data were fed to 'SPSS' Software for analysis and outputs on Frequency distributions of demographics of respondents, Correlations (Pearson's Correlations), and Reliability tests (Cronbach's Coefficient) of each CSQ dimensions were analyzed.

Crino and White (1981) reported that in addition to the coefficient alpha being high, the average correlations among subscale items were high as well, suggesting that the subscales could be used with confidence (see Table 1).

	Coefficient
Corporate Information	.80
Organizational Integration	.76
Personal Feedback	.86
Supervisory Communication	.84
Horizontal Communication	.75
Subordinate Communication	.85
Media Quality	.81
Communication Climate	.79

Table 1: Estimates of CSQ Internal Consistency Measure

Another advantage of the CSQ is it also yields qualitative data through responses to an open-ended question. According to Hargie and Tourish (2000), the advantage to posing open-ended questions “is the low level of influence imposed on participants – where they can present their opinions, attitudes, thoughts, feelings and understandings unrestricted by the interviewer”. The answers to the questions should provide more insight into the Company’s communication environment.

3.7 Data Quality Assurance

The research contained no laboratory experiment procedures and, therefore, the issue of data quality is mainly related to the quality of the data collection tools and methods incorporated. Hence, the data collected using the survey technique was intended to be conducted with much care and attention was given to the quality of the questionnaires and investigations implemented.

CHAPTER 4

FINDINGS

4.1 Results

The following research questions were analyzed to determine the level of communication satisfaction and job satisfaction among staff members. The research questions addressed each dimensions of communication satisfaction separately as well as the total score of communication satisfaction and job satisfaction dimensions. The differences and relationship among gender, the number of years in service, marital status, and number of years of service at current position were also analyzed.

4.1.1 Research Question 1

Is there a significant difference between male and female staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire?

Ho1: There is no significant difference between male and female staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire.

An independent samples t- test was conducted to evaluate whether the mean overall score on Communication Satisfaction Questionnaire (CSQ) differed significantly among female and male staff members. The mean overall scores (Dimension 1 through Dimension 8 of CSQ) was the test variable and the grouping variable was female staff members or male staff members. The test was not significant, $t(315) = .36, p = .722$. Therefore, Ho1 was retained. There were 29 female and 31 male respondents. The η^2 index was $<.01$ which indicated a small effect. The female staff members ($M = 2.70, SD = 1.20$) tended to score about the same as the male staff members ($M = 2.87, SD = 1.40$) on the CSQ. Figure 1 displays the distribution of mean scores for female staff members and male staff members on Communication Satisfaction Questionnaire (CSQ).

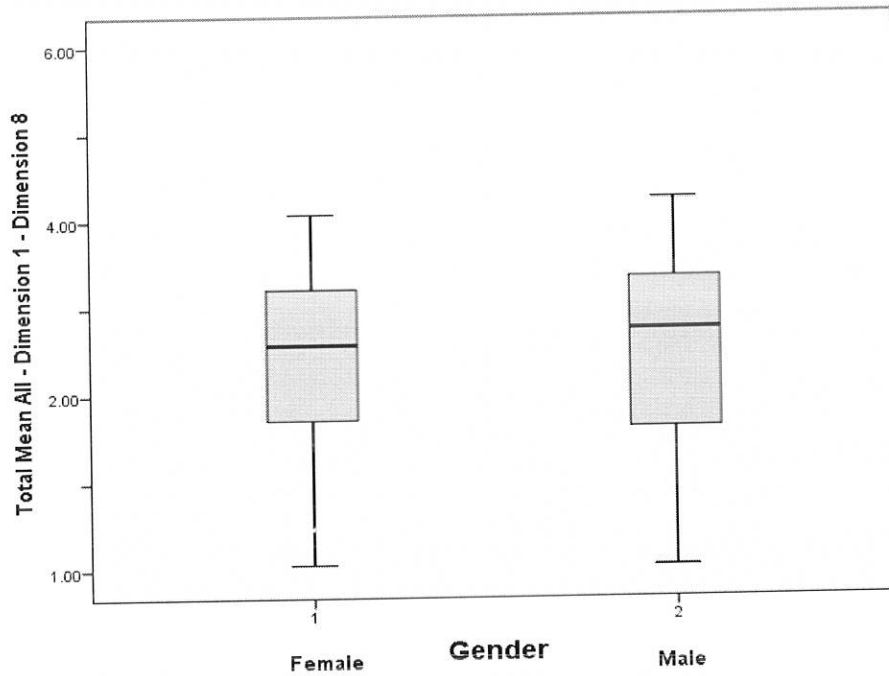


Figure 1: Distribution of Mean Scores for Female and Male Staff Members on CSQ

4.1.2 Research Question 2

Is there a significant relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions?

Ho2: There is no significant relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions.

A Pearson correlation coefficient was computed between the mean scores (overall scores from Dimension 1 through Dimension 8) on Communication Satisfaction Questionnaire (CSQ) and the number of years of service to test the relationship between the level of communication satisfaction among staff members and the number of years of service in their current work positions. The results of the correlation analysis revealed a weak negative relationship between the mean scores on CSQ ($M = 4.12$, $SD = 1.41$) [$r(315) < .01$, $p = .351$]. Therefore, Ho2 is retained. In general, the results suggest that the staff members' mean scores on Communication Satisfaction Questionnaire is not related to the number of years in service. Figure 2 displays the bivariate scatterplot of the mean scores of the staff members on CSQ based on number of years of service in current position.

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year	12	20.0	20.0	20.0
1 to 4 Years	28	46.6	46.6	66.6
Valid 5 to 10 Years	11	18.3	18.3	84.9
Greater than 10 Years	9	15.0	15.0	100.0
Total	60	100.0	100.0	

Table 2: Term of Employment Frequency

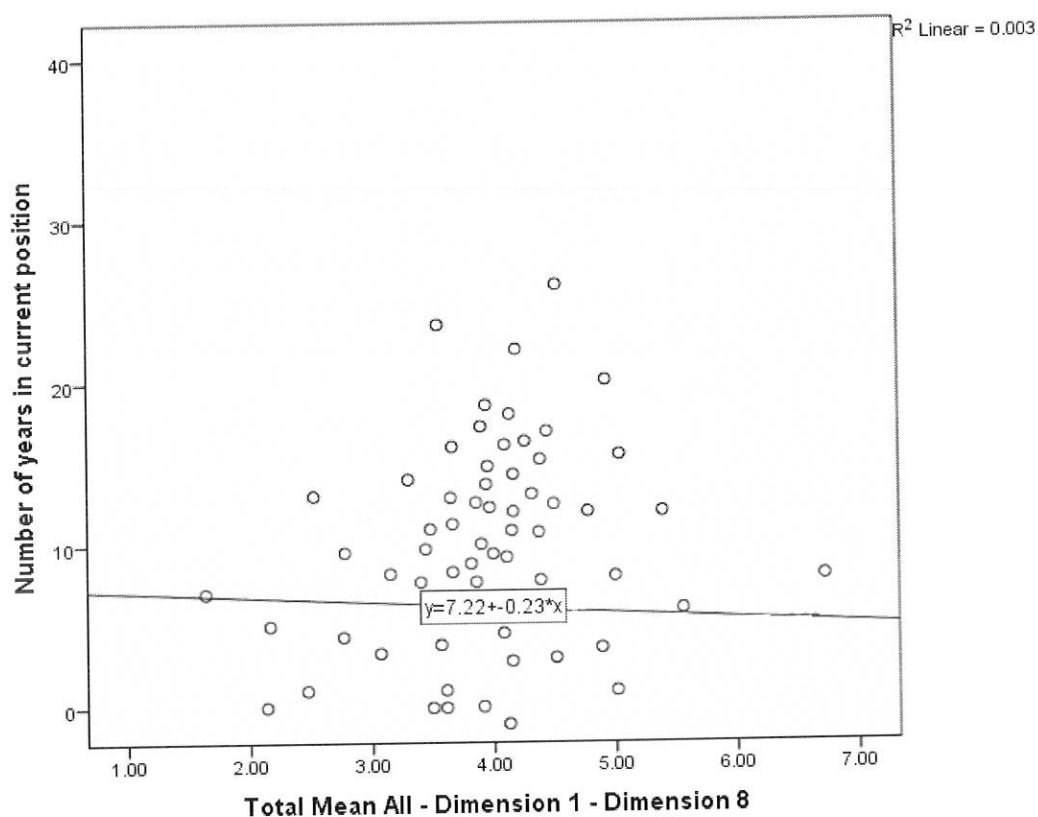


Figure 2: Bivariate Scatterplot of the Mean Scores of the Staff Members on CSQ Based on Number of Years of Service in Current Position

4.1.3 Research Question 3

Is there a significant difference between married and single staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire?

Ho3: There is no significant difference between married and single staff members' mean scores (overall scores) on Communication Satisfaction Questionnaire.

An independent samples t- test was conducted to evaluate whether the mean overall score on Communication Satisfaction Questionnaire (CSQ) differed significantly among married and single staff members. The mean overall scores (Dimension 1 through Dimension 8 of CSQ) was the test variable and the grouping variable was married staff members or single staff members. The test was not significant, $t(315) = .36, p = .722$. Therefore, H_03 was retained. There were 25 married and 35 male respondents. The η^2 index was $<.01$ which indicated a small effect. The married staff members ($M = 2.72, SD = 1.23$) tended to score about the same as the single staff members ($M = 2.84, SD = 1.35$) on the CSQ. Figure 3 displays the distribution of mean scores for married staff members and single staff members on Communication Satisfaction Questionnaire (CSQ).

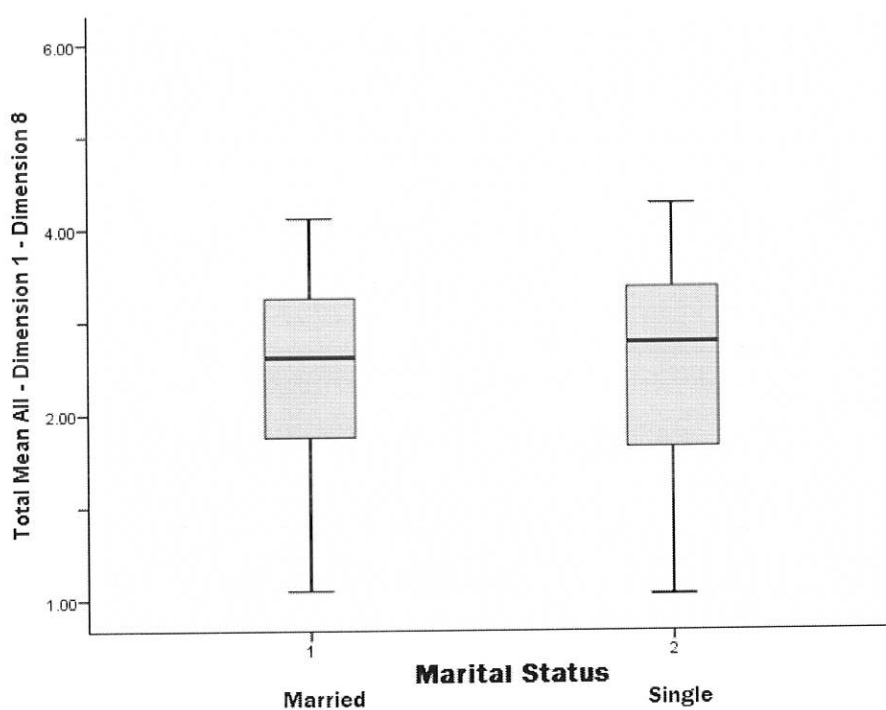


Figure 3: Distribution of Mean Scores for Married and Single Staff Members on CSQ

4.1.4 Research Question 4

What is the level of communication satisfaction or dissatisfaction in Awash Insurance Company?

H_04 : There is relatively a high level of communication satisfaction in Awash Insurance Company.

Hence, overall 82 percent of the employees who took the survey responded (from a 7 - point Likert scale ranging from “Very Dissatisfied” to “Very Satisfied”) that they were either somewhat satisfied, satisfied or very satisfied with their jobs. Six employees (10 percent) were indifferent, and five employees (8 percent) indicated that they were somewhat dissatisfied or dissatisfied with their jobs. Therefore, Ho4 is retained.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfied	7	11.7	11.7	11.7
Satisfied	30	50.0	50.0	61.7
Somewhat Satisfied	12	20.0	20.0	81.7
Indifferent	6	10.0	10.0	91.7
Somewhat Dissatisfied	4	6.7	6.7	98.3
Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

Table 3: Job Satisfaction Frequency

When asked, “In the past 6 months, what has happened to your level of satisfaction,” thirty-eight employees (63 percent) indicated that their satisfaction had stayed the same, fourteen employees (24 percent) indicated that their level of job satisfaction had gone up, and eight employees (13 percent) indicated that their level of job satisfaction had gone down.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Gone Up	14	23.3	23.3	23.3
Stayed the Same	38	63.3	63.3	86.7
Gone Down	8	13.3	13.3	100.0
Total	60	100.0	100.0	

Table 4: Level of Satisfaction Frequency – Past Six Months

Here, majority of the respondents are considered satisfied with their current job. This can be explained in view with the main framework of the study, “The Human Resource Theory” as, in the organization of human resource, communication run upward, downward, sideways and diagonally (Miller, 2003). The stream of message in all directions within the organization is

considered to increase the communication satisfaction of employees that is enabled to use different channels and supply of information to derive satisfaction (Amanuel, 2012). This shows that the level of communication with respect to flow of information within the company is considered to be strong, and this in turn shows that the company experiences a solid informal communication channel through which subordinates interact.

Communication channels employed in the theory of human resource are numerous and contextual which possibly tend to direct optimum communication satisfaction (Amanuel, 2012). In human resource theory, the style of communication namely informal communication results in communication satisfaction for subordinates (Miller, 2003). Formal communication has intrinsic alienation that may not deal with the aspiration for more equality by subordinates and their craving for intimacy and inclusion in the collective organization. Concisely, the human resource theory would stress that relational and informational aspects explain and predict the communication satisfaction of subordinates in working environment. The human resource department of the company is given credit for creating a conducive and deferential environment whereby optimum working spirit is derived.

4.1.5 Research Question 5

Is there a relationship between communication satisfaction and job satisfaction for Awash Insurance Company's employees?

Ho5: There is relatively low relationship between communication satisfaction and job satisfaction in Awash Insurance Company.

An internal consistency analysis was conducted to ensure that CSQ dimensions computed at Cronbach's alpha of .70 or above (see Table 5).

Factor/Dimension	Cronbach's Alpha (α)
Supervisory Communication	.776
Subordinate Communication	.877
Corporate Information	.763
Horizontal Communication	.752
Media Quality	.833
Organizational Integration	.705
Communication Climate	.757
Personal Feedback	.872

Table 5: Reliability –Communication Satisfaction Dimensions

SPSS statistical software was used to determine the means of the thirty-eight communication satisfaction questions and the eight communication satisfaction dimensions. These mean scores were then rank-ordered to identify which survey questions and dimensions (see Table 6&7) employees indicated were strongest and weakest at the Company. The overall mean score for the thirty-eight questions was 5.15, and the same overall mean score of 5.15 was found for the eight dimensions. Therefore, Ho5 was rejected.

Rank	Mean	Question	Category
1	5.73	Q.C1. Extent to which my subordinates are responsive to downward directive communication	Supervisory Communication
2	5.70	Q.B8. Extent to which my supervisor trusts me	Subordinate Communication
3	5.55	Q.C4. Extent to which my subordinates feel responsible for initiating accurate upward communication	Supervisory Communication
4	5.45	Q.C2. Extent to which my subordinates anticipate my needs for information	Supervisory Communication
5	5.45	Q.B11. Extent to which my supervisor is open to ideas	Subordinate Communication
6	5.43	Q.A8. Information about requirement of my job	Organizational Integration
7	5.43	Q.B5. Extent to which my supervisor offers guidance for solving job related problems	Subordinate Communication
8	5.40	Q.B20. Extent to which the amount of communication in the organization is about right	Media Quality
9	5.40	Q.A3. Information about organizational policies and goals	Corporate Information
10	5.38	Q.A13. Information about our organization's financial standing	Corporate Information
11	5.37	Q.A10. Information about changes in our organization	Corporate Information
12	5.37	Q.B9. Extent to which I receive in time information needed to do my job	Organizational Integration
13	5.33	Q.B3. Extent to which my supervisor listens and pays attention to me	Subordinate Communication
14	5.33	Q.B14. Extent to which my work group is compatible	Horizontal Communication
15	5.32	Q.C3. Extent to which I do not have a communication overload	Supervisory Communication
16	5.30	Q.B12. Extent to which horizontal communication with other organizational members is accurate and free flowing	Horizontal Communication
17	5.28	Q.A14. Information about accomplishments and/or failures of the organization	Corporate Information
18	5.28	Q.B1. Extent to which my superiors know and understand the problems faced by subordinates	Subordinate Communication
19	5.28	Q.B17. Extent to which written directives and reports are clear and concise	Media Quality
0	5.27	Q.B4. Extent to which the people in my organization have great ability as communicators	Horizontal Communication
21	5.25	Q.A2. Personal news	Personal Feedback
22	5.23	Q.A7. Information about departmental policies and goals	Organizational Integration
23	5.23	Q.B16. Extent to which the amount of supervision given me is about right	Subordinate Communication
24	5.23	Q.B19. Extent to which informal communication is clear and accurate	Horizontal Communication
25	5.20	Q.B7. Extent to which the organization's communications are interesting and helpful	Media Quality

Continued...			
26	5.18	Q.B18. Extent to which the attitudes toward communication in the organization are basically healthy	Media Quality
27	5.15	Q.B13. Extent to which communication practices are adaptable to emergencies	Horizontal Communication
28	4.98	Q.B6. Extent to which the organizations communication makes me identify with it or feel a vital part of it	Communication Climate
29	4.97	Q.A9. Information about government action affecting my organization	Corporate Information
30	4.92	Q.A5. Information about how I am being judged	Personal Feedback
31	4.92	Q.A6. Recognition of my efforts	Personal Feedback
32	4.90	Q.A11. Information about how problems in my job are being handled	Personal Feedback
33	4.88	Q.B2. Extent to which the organization's communication motivates and stimulates and enthusiasm for meeting its goal	Communication Climate
34	4.88	Q.B10. Extent to which conflicts are handled appropriately through proper communication channels	Media Quality
35	4.82	Q.A4. Information about how my job compares with others	Personal Feedback
36	4.68	Q.B15. Extent to which meetings are well organized	Media Quality
37	4.38	Q.A12. Information about benefits and pay	Organizational Integration
38	2.83	Q.A1. Information about my progress in my job	Personal Feedback

Table 6: CSQ Rank order of Means

Identifying the composite mean for each CSQ dimension showed that supervisory communication ranked the highest, scoring a composite mean of 5.51, being the strongest, followed by subordinate communication, corporate information, horizontal communication, media quality, organizational integration, communication climate, and personal feedback, scoring the weakest composite mean of 4.61.

Rank	Dimension	Composite Mean
1	Supervisory Communication	5.51
2	Subordinate Communication	5.41
3	Corporate Information	5.28
4	Horizontal Communication	5.26
5	Media Quality	5.11
6	Organizational Integration	5.10
7	Communication Climate	4.93
8	Personal Feedback	4.61

Table 7: CSD Rank order of Means

A post hoc analysis was conducted to identify any gender differences in the relationships between communication satisfaction and job satisfaction. Table 13 reports on Pearson's correlation coefficients for the variables calculated together.

Dimension	Pearson (Males)	Pearson (Females)	Pearson (All)
Supervisory Communication	.760*	.164	.489
Subordinate Communication	.607**	.436*	.540
Corporate Information	.326*	.488*	.389
Horizontal Communication	.478**	.230	.387
Media Quality	.567**	.249	.460
Organizational Integration	.364*	.441*	.395
Communication Climate	.586**	.634**	.610
Personal Feedback	.474*	.630	.531

*. Correlation is significant at the 0.05 level (2-tailed)

** . Correlation is significant at the 0.01 level (2-tailed)

Table 8: Pearson's Correlation Coefficients between Job Satisfaction and CSQ

Based on the results, male managers show a relatively strong relationships in supervisory communication ($r = .760$, $p < 0.05$), subordinate communication ($r = .607$, $p < 0.01$), horizontal communication ($r = .478$, $p < 0.01$) and Media Quality ($r = .567$, $p < 0.01$). The rest dimensions show an acceptable similarities for male and female employees of the company. Therefore, H_05 was rejected. The analysis of research question 5 on the eight communication satisfaction dimensions is given as;

Satisfaction with Supervisor Communication: The survey results to this dimension indicate that compared to the females, male employees showed a statistically significant relationship between supervisor communication and job satisfaction. In other words, male employees feel a sense of job satisfaction related to how open their supervisors are to ideas, how much their respective supervisors listen to them, pay attention to them, offer guidance for solving job-related problems, and trust them. At the most basic level, a supervisor's job is simply to assign tasks and let subordinates know whether they are meeting desired job expectations. Based on responses to the survey, it is clear supervisors at Awash Insurance Company exceed these minimum requirements and relate to their subordinates on a more personal level.

Satisfaction with Subordinate Communication: The survey results to this dimension show that employees have a statistically significant satisfaction with the staff members' responsiveness to directives, anticipation of their need for information, and receptiveness to evaluations, suggestions and criticisms.

Satisfaction with Organizational Integration: Survey results indicated that male and female employees have a relatively low level of satisfaction with the amount of information provided about benefits and pay, job requirements, departmental policies and goals, personnel news and information related to their job progress. According to Downs and Adrian (2004), organizational information makes employees feel like they are "a vital part of the organization".

Satisfaction with Communication Climate: The survey questions pertaining to this dimension were designed to show employees' level of satisfaction with the information they receive about personal and organizational issues. Specifically, the employees indicated that they were satisfied with the timely dissemination of information needed to do their jobs and somewhat satisfied with the way conflicts are handled through proper communication channels, how communication practices motivate them to meet the company's goals, how communication makes them feel like a vital part of the team, and employees' great ability as communicators. Once again, although all employees gave satisfactory marks for this dimension, statistically speaking, only male employees were found to have a significant relationship between communication climate and job satisfaction.

Satisfaction with Personal Feedback: Here, female employees showed a statistically significant relationship between this dimension and job satisfaction. Specifically, female employees derive job satisfaction in relation to supervisors' understanding the problems they face, because of the way job problems are handled, because their efforts are properly recognized, because they received adequate information about how they are being judged, and because they receive information about how their job compares with others. Although male employees receive the same information and feedback that their female counterparts receive, their responses showed no statistically significant relationship between this dimension and job satisfaction.

It is also worth pointing out that the composite mean for each of the CSQ dimensions were all above the conceptual midpoint of four, indicating that the employees are at least "somewhat satisfied" with each of the CSQ dimensions. In fact, the three lowest-ranked questions (Q.B15. Extent to which meetings are well organized, Q.A12. Information about benefits and pay, and Q.A1. Information about my progress in my job) all had a mean average of 3.96. According to Hargie and Tourish (2000), "The major drawback of the rank-order method is that strengths and weaknesses are a necessary by-product of the technique". So, although all mean scores are above the conceptual midpoint, the personal feedback dimension is still considered a weakness at the Company, at least in relation to the other seven CSQ dimensions.

4.1.6 Research Question 6

What is the relationship between formal and informal communication channels and job satisfaction for Awash Insurance company employees?

Ho6: There exists a poor relationship between formal and informal communication channels and job satisfaction for Awash Insurance Company Employees.

Specifically by analyzing the survey questions which dealt with formal channels (Questions A3, A9, A10, A13, A14, B7, B10, B15, B17, B18 and B20) and informal channels (Questions B4, B12, B13, B14 and B19), (See Annex 1), and by reviewing responses to the open-ended questions. Table 8 showed that there was a relatively poor relationship between the formal (media quality and corporate information) and informal (horizontal) communication channels and job satisfaction for both male and female employees, the results of the open-ended questions are summarized in Tables 9-11. Therefore, Ho6 is retained.

When the mean score for each of the respective CSQ dimensions were tallied, the formal channel dimensions, corporate information and media quality, finished third and fifth respectively, and horizontal communication, the informal channel dimension, finished fourth.

In regard to the open-ended questions, only 10 employees (17 percent) of the respondents were able to give complete answers. The open-ended questions include,

Q9. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate:

Q10. Please indicate any other issues that contribute to your overall job satisfaction:

Q11. Please list any barriers that hinder your present communication satisfaction:

The respondents' answers for the open-ended question number 9 can be summarized as the need for an automated system like the GIIS for a better performance and simplicity of work, and lack of experience in multiple work natures. Table 9 gives responses summary for question no.9.

Sample Responses

- (1) The change of work communication sometimes leads to confusion but the problem was solved quickly & it's satisfactory anyway.
 - (2) Immediate response for any question that need answer.
 - (3) If there is complete honesty, understanding, and giving attention to our problems associated with the job.
 - (4) Creating conducive work environment and expanding more responsibilities.
 - (5) It can be improved if my work is supported with GIIS.
 - (6) There should be a better employee communication with HR officers and other concerned parties.
 - (7) I suggest if our Supervisors or Managers would give us some work beyond our routine job that upgrades our knowledge.
 - (8) Timely response for any question in a responsible manner.
-

Table 9: Open-ended Question (Q9) Responses

The respondents' answers for the open-ended question number 10 can also be summarized as the need for an increment of basic employee benefits including salary, lack of a unified working environment or a conducive environment for respective staff members, and the need to develop a positive perception towards increasing the informal communication culture of the company. Summarized responses for open-ended question number 10 is given in Table 10.

Sample Responses

- (1) Convenient location, improved benefit like salary, and understanding between each other.
 - (2) Conducive working environment with staff and top management and relatively good salary.
 - (3) If the staff members work in collaboration with each other & solve any confusion that might occur.
 - (4) Quarterly or annual trainings should be given and annual salary adjustments should be implemented.
 - (5) Informal communication within the staff members should be increased.
 - (6) Based on the current market inflation, assessment on the salaries paid to employees should be done in relation with other similar organizations.
 - (7) Additional manpower is required.
 - (8) Increasing basic benefits like salary and other benefits and smoothing the relationship between workers and bosses.
-

Table 10: Open-ended Question (Q10) Responses

The respondents' answers for the open-ended question number 11 can be summarized as; it is believed by managers that there exists a gap in information regarding the specific jobs performed by employees, no intimacy within the staff is observed, and unbalanced pay for jobs performed can be considered as the major points raised by the respondents. Summarized responses for open-ended question number 11 is given in Table 11.

Sample Responses

- (1) Information asymmetries are present, so that it's difficult to have a good communication.
 - (2) Sometimes, lack of understanding.
 - (3) Infrastructure problems, and misunderstandings.
 - (4) The job I'm working is not balanced with the salary I get.
 - (5) Carelessness of the concerned parties that make a responsibility to communicate with employees.
 - (6) There is a misunderstanding about job descriptions, rumors are high around the office, and there exists no love or intimacy between the staff members.
-

Table 11: Open-ended Question (Q11) Responses

Overall, based on their responses, The Company's employees appear to be somehow satisfied with their access to formal channels, which consist of the media quality and corporate information dimensions, and informal channels, as identified by the horizontal communication dimension. However, when it comes to statistically significant relationships, research showed that these communication channels were relatively associated with only male employees' level of job satisfaction. The relationships, discussed below, provide observations and offer insights into the statistical significance between the dimensions, which comprise formal and informal channels of communication, and their relationship to the employees' levels of job satisfaction.

Satisfaction with Media Quality: The survey questions pertaining to this dimension were designed to show employees' level of satisfaction with the effectiveness of the company's different communication mediums and messages. Once again, it was only the male employees who derive job satisfaction from written directives and reports being clear and concise, from meetings being well organized, from company communications being interesting and helpful, from employees' having healthy attitudes toward communication at the Company and from the general sense that communication at the Company is about right. With few exceptions, most employees at the Company appear satisfied with the different communication media (email messages, internal memos, conference calls, face-to-face meetings) used to distribute information.

Satisfaction with Corporate Information: The survey questions pertaining to this dimension were designed to show employees' level of satisfaction with the amount of information they receive regarding the overall functioning of the Company. Ultimately, the study showed that even if to small extent, female employees derive job satisfaction from the information they receive about the Company's policies and goals, changes going on at the Company, the Company's financial status, government regulations affecting the Company and information about the Company's achievements and failures.

Satisfaction with Horizontal Communication: The survey questions pertaining to this dimension were designed to show employees' level of satisfaction with the Company's informal communication channels or grapevine. Specifically, male employees were shown to derive job satisfaction from how compatible their work groups are, from how active the grapevine is and how informal messages are free flowing. It is important to note that although relatively low significant relationships were found between these three communication satisfaction dimensions and job satisfaction for female employees, further investigation in future research could explore deeper meaning through qualitative interviews.

With regard to the open-ended questions, due to the specific nature of many of the responses, company leaders may want to further investigate the communication weaknesses that were identified in some of the company's formal communication channels, i.e., lack of an automated system like the GIIS, need for salary increment and conducive environment for the staff, and openness between colleagues for a better understanding can be considered as major points.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

A total of 60 staff members participated in the study from a population of approximately 410 staff members. The study was conducted using a modified version of a survey known as Communication Satisfaction Questionnaire (Downs & Hazen, 1977). The survey was designed to gather information about employees' (staff members) level of communication satisfaction. Printed questionnaires were distributed to staff members across different departments of the company. The survey used a Likert-type scale (where the participants had to choose from one of the following responses: Strongly Dissatisfied, Dissatisfied, Somewhat Dissatisfied, Indifferent, Somewhat Satisfied, Satisfied, and Strongly Satisfied. Eight communication satisfaction dimensions (personal feedback, relationship to supervisors, horizontal and informal communication, organizational integration, organizational perspective, communication climate, media quality, and job satisfaction) with three to five statements each, were used in the survey to measure the perceptions of staff members' level of communication satisfaction and job satisfaction in their workplace. Thirty-eight Likert-type statements and five demographic questions were included in the survey.

Research Question 1 was analyzed using an independent samples *t*-test that evaluated the mean scores on Communication Satisfaction Questionnaire (CSQ) to determine if there were any significant differences among male and female staff members. The test was not significant and a small effect size was indicated. The results of this study revealed that both female and male staff members tended to score about the same on CSQ. Research question 2 evaluated the relationship between the levels of communication satisfaction among staff members based on the number of years they had been working in their current work positions. A Pearson correlation coefficient was computed between the mean scores for all the eight dimensions on CSQ and the number of years

in service for all the participants. The results showed a weak negative relationship between the mean scores on CSQ and number of years in service, indicating that number of years in current position did not significantly affect the level of communication satisfaction among staff members. Research Question 3 was analyzed using an independent samples *t*-test that evaluated the mean scores on Communication Satisfaction Questionnaire (CSQ) to determine if there were any significant differences among married and single staff members. The test was not significant and a small effect size was indicated. The results of this study revealed that both married and single staff members tended to score about the same on CSQ.

Research question 4, generally shows that greater percentage of employees tend to be satisfied with their jobs. With regard to the status of their satisfaction level for a period of six months, more than sixty percent of respondents indicated that their satisfaction had stayed the same. The test was significant and showed that most of the staff members are satisfied with their current jobs.

Research question 5 assessed the relationship between communication satisfaction and job satisfaction among employees. Here, the same overall and individual mean scores for all thirty-eight questions was found to be 5.15. This shows that all dimensions scored an above average result of 4 (Indifferent). Another finding of this section showed that supervisory communication ranked the highest, scoring a composite mean of 5.51 and personal feedback scored the weakest composite mean of 4.61. The study showed that both female and male employees showed relatively strong relationships in some communication satisfaction dimensions, namely, supervisory, subordinate and media quality communications.

Research question 6 sought to examine the relationship between formal and informal communication channels and job satisfaction for Awash Insurance company employees. The study showed that there was a relatively poor relationship between the formal (media quality and corporate information) and informal (horizontal) communication channels and job satisfaction for

both male and female employees. Again, when the mean score for each of the respective CSQ dimensions were tallied, corporate information and media quality (formal dimensions) finished third and fifth respectively, and horizontal communication (informal dimension) finished fourth. Here, responses from employees for open-ended questions showed that some of the weaknesses include: lack of Information about how their jobs compare with others, the extent to which meetings are well organized for smooth discussions, lack of information about benefits and pay, and lack of information about their progress in their jobs. Other weaknesses identified under the corporate information dimension include; Lack of information about government action affecting the organization, lack of information about how they are being judged, their efforts are left unrecognized, lack of information about how problems in their jobs are being handled, and the extent to which the organization's communication motivates and stimulates and enthusiasm for meeting the company's goals.

Despite the weaknesses that were identified, more than 61 percent of the employees who took the survey indicated that they were either satisfied or very satisfied with, under the supervisor communication dimension, extent to which my subordinates are responsive to downward directive communication, extent to which my subordinates anticipate my needs for information, extent to which I do not have a communication overload, and extent to which my subordinates feel responsible for initiating accurate upward communication. Under the organizational integration dimension, more than 51 percent of the employees who took the survey were either satisfied or very satisfied with Information about departmental policies and goals, information about requirement of my job, Information about benefits and pay, and extent to which I receive in time information needed to do my job.

Under the media quality dimension, more than 73 percent of employees were either satisfied or very satisfied with the extent to which the organization's communications are interesting and helpful, extent to which conflicts are handled appropriately through proper communication channels, extent to which meetings are well organized, extent to which written directives and

reports are clear and concise, extent to which the attitudes toward communication in the organization are basically healthy, and extent to which the amount of communication in the organization is about right. Under the horizontal communication dimension, more than 51 percent of employees were either satisfied or very satisfied with the compatibility of work groups, with extent to which the people in my organization have great ability as communicators, Extent to which horizontal communication with other organizational members is accurate and free flowing, extent to which communication practices are adaptable to emergencies, Extent to which my work group is compatible, and Extent to which informal communication is clear and accurate.

Under the personal feedback dimension, more than 65 percent of employees were either satisfied or very satisfied with the Information about my progress in my job, Personal news, Information about how my job compares with others, Information about how I am being judged, Recognition of my efforts, and Information about how problems in my job are being handled. Under the corporate information dimension, more than 61 percent of employees were either satisfied or very satisfied with Information about organizational policies and goals, Information about government action affecting my organization, Information about changes in our organization, Information about our organization's financial standing, and Information about accomplishments and/or failures of the organization.

5.2 Recommendations

The following recommendations should be considered to improve practice.

1. Effective communication is crucial for many aspects of the company's proper functioning. Constant and ongoing evaluation of effective approaches and creating a communication practice plan for the company's departments through collaboration with other members of the organization at all levels can aid in effective communication practices. The supervisors can provide better communication practices by creating open-door policy, more face-to-face communication opportunities, use of different mediums or channels of

communication, trust, conveying feedback, and opportunities for their subordinates (staff) to interact, contribute, and participate in the process for improvement and coming up with solutions.

2. It is important for both supervisors and subordinates to understand each other, listen, communication, and maintain a positive and healthy relationship. The company can improve its communication by providing opportunities for training programs and workshops for continues improvement with the focus on effective communication and leadership skills. By providing more collaboration opportunities at all levels, the company can improve relationships that can help improve professional relationships.
3. A communication plan or procedure can be a great asset for improving the functioning of the organization. Receiving right amount of information through two-way communication, having a good communication flow through appropriate channels of communication, and receiving personal feedback can aid in higher satisfaction in communication and job satisfaction. To make this possible, the company leaders could emphasize using clear and consistent information to improve the internal communication process that currently exists in their company.
4. The leader of each department should facilitate communication by creating an opportunity for staff to come together and collaborate on the needs, understanding of the existing policies, and design a plan for communication improvement based on the suggestions and concerns presented. A well-thought strategy based on the needs, accomplishments, resources, and past failures and successes can help create an environment where everyone works towards a common goal and perceive themselves to be part of a team. Managers could send out information through a monthly or quarterly reports about the accomplishments, recognition, and state of the department. Also, they could create

opportunities for group collaboration for departmental assignments to help built healthy and positive co-worker relationships.

5. Communication satisfaction has been shown to be crucial for job satisfaction. The results from this study found that communication satisfaction and job satisfaction has a direct relationship. Keeping this in mind, the supervisors can educate their individual departments on the importance of effective communication. By creating an environment of open communication, organizations can create an effective workplace.

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ANNEXES

ANNEX 1: SAMPLE QUESTIONNAIRE

Communication Satisfaction Questionnaire

This is a research paper to fulfil an M.A thesis at Addis Ababa University regarding factors affecting Awash Insurance communication satisfaction. Most of us assume that the quality and amount of communication in our jobs contribute to both our job satisfaction and our productivity. Through this study I hope to find out how satisfactory communication practices are and what suggestions you have for improving them. I appreciate your taking time to complete the questionnaire.

Your answers are completely confidential so be frank.

Section A

1. Please indicate your gender: _____ Male _____ Female _____

2. Please indicate your age: _____

Under 21.....

21 to 34.....

35 to 44.....

45 to 54.....

Above 54.....

3. What is your marital status.....Single.....Married

4. Please state your educational level:

.....Diploma

.....Degree

.....Master's Degree

.....Doctoral Degree

5. How many years have you worked in Awash Insurance Company: _____

6. What is your current job title: _____

7. How satisfied are you with your job? Circle your answer.

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

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

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

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

10. Please indicate any other issues that contribute to your overall job satisfaction:

11. Please list any barriers that hinder your present communication satisfaction:

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 right.

7. Very Satisfied 6. Satisfied 5. Somewhat Satisfied 4. Indifferent 3. Somewhat Dissatisfied
2. Dissatisfied 1. Very Dissatisfied

- 1. Information about progress in my job
- 2. Personal 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 right)

- 1. Extent to which my superiors know and understand problem faced by subordinates.
- 2. Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goal.
- 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 information needed to do my job.
- 10. Extent to which conflicts are handled appropriately through proper communication channels.
- 11. Extent to which supervisors are open to ideas.

- _____12. Extent to which horizontal communication with other organizational members is accurate and free flowing.
- _____13. Extent to which communication practices are adaptable to emergencies.
- _____14. Extent to which my work group is compatible.
- _____15. Extent to which our meetings are well organized.
- _____16. Extent to which the amount of supervision given me is about right.
- _____17. Extent to which written directives and reports are clear and concise
- _____18. Extent to which the attitudes toward communication in the organization are basically healthy.
- _____19. Extent to which informal communication is active and accurate.
- _____20. 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 feel responsible for initiating accurate upward communication.

Thank You!

ANNEX 2: SUPERVISORY COMMUNICATION FREQUENCIES

C1. Extent to which my subordinates are responsive to downward directive communication

	Frequency	Percent	Valid Percent	Cumulative Percent
UNANSWERED	38	63.3	63.3	63.3
Valid Very Satisfied	3	5.0	5.0	68.3
Satisfied	12	20.0	20.0	88.3
Somewhat Satisfied	6	10.0	10.0	98.3
Somewhat Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

C2. Extent to which my subordinates anticipate my needs for information

	Frequency	Percent	Valid Percent	Cumulative Percent
UNANSWERED	38	63.3	63.3	63.3
Valid Very Satisfied	2	3.3	3.3	66.7
Satisfied	13	21.7	21.7	88.3
Somewhat Satisfied	4	6.7	6.7	95.0
Somewhat Dissatisfied	2	3.3	3.3	98.3
Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

C3. Extent to which I do not have a communication overload

	Frequency	Percent	Valid Percent	Cumulative Percent
UNANSWERED	39	65.0	65.0	65.0
Valid Very Satisfied	2	3.3	3.3	68.3
Satisfied	7	11.7	11.7	80.0
Somewhat Satisfied	8	13.3	13.3	93.3
Indifferent	3	5.0	5.0	98.3
Somewhat Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

C4. Extent to which my subordinates feel responsible for initiating accurate upward communication

	Frequency	Percent	Valid Percent	Cumulative Percent
UNANSWERED	38	63.3	63.3	63.3
Valid Very Satisfied	2	3.3	3.3	66.7
Satisfied	13	21.7	21.7	88.3
Somewhat Satisfied	4	6.7	6.7	95.0
Indifferent	1	1.7	1.7	96.7
Somewhat Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

ANNEX 3: INTERPERSONAL COMMUNICATION FREQUENCIES

A1. Information about my progress in my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	22	36.7	36.7	46.7
Somewhat Satisfied	19	31.7	31.7	78.3
Indifferent	6	10.0	10.0	88.3
Somewhat Dissatisfied	4	6.7	6.7	95.0
Dissatisfied	2	3.3	3.3	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

A2. Personal news

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	5	8.3	8.3	8.3
Satisfied	29	48.3	48.3	56.7
Somewhat Satisfied	9	15.0	15.0	71.7
Indifferent	12	20.0	20.0	91.7
Somewhat Dissatisfied	3	5.0	5.0	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

ANNEX 3: INTERPERSONAL COMMUNICATION FREQUENCIES

A1. Information about my progress in my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	22	36.7	36.7	46.7
Somewhat Satisfied	19	31.7	31.7	78.3
Indifferent	6	10.0	10.0	88.3
Somewhat Dissatisfied	4	6.7	6.7	95.0
Dissatisfied	2	3.3	3.3	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

A2. Personal news

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	5	8.3	8.3	8.3
Satisfied	29	48.3	48.3	56.7
Somewhat Satisfied	9	15.0	15.0	71.7
Indifferent	12	20.0	20.0	91.7
Somewhat Dissatisfied	3	5.0	5.0	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

A4. Information about how my job compares with others

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	1	1.7	1.7	1.7
Satisfied	17	28.3	28.3	30.0
Somewhat Satisfied	27	45.0	45.0	75.0
Indifferent	8	13.3	13.3	88.3
Somewhat Dissatisfied	1	1.7	1.7	90.0
Dissatisfied	4	6.7	6.7	96.7
Very Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

A5. Information about how I am being judged

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	3	5.0	5.0	5.0
Satisfied	22	36.7	36.7	41.7
Somewhat Satisfied	16	26.7	26.7	68.3
Indifferent	9	15.0	15.0	83.3
Somewhat Dissatisfied	6	10.0	10.0	93.3
Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

A6. Recognition of my efforts

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	7	11.7	11.7	11.7
Satisfied	18	30.0	30.0	41.7
Somewhat Satisfied	15	25.0	25.0	66.7
Indifferent	9	15.0	15.0	81.7
Somewhat Dissatisfied	7	11.7	11.7	93.3
Dissatisfied	2	3.3	3.3	96.7
Very Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

A11. Information about how problems in my job are being handled

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	2	3.3	3.3	3.3
Satisfied	24	40.0	40.0	43.3
Somewhat Satisfied	16	26.7	26.7	70.0
Indifferent	6	10.0	10.0	80.0
Somewhat Dissatisfied	8	13.3	13.3	93.3
Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

ANNEX 4: SUBORDINATE COMMUNICATION FREQUENCIES

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	7	11.7	11.7	11.7
Satisfied	24	40.0	40.0	51.7
Somewhat Satisfied	18	30.0	30.0	81.7
Valid Indifferent	4	6.7	6.7	88.3
Somewhat Dissatisfied	4	6.7	6.7	95.0
Dissatisfied	3	5.0	5.0	100.0
Total	60	100.0	100.0	

B3. Extent to which my supervisor listens and pays attention to me

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	10	16.7	16.7	16.7
Satisfied	24	40.0	40.0	56.7
Somewhat Satisfied	16	26.7	26.7	83.3
Valid Indifferent	1	1.7	1.7	85.0
Somewhat Dissatisfied	4	6.7	6.7	91.7
Dissatisfied	5	8.3	8.3	100.0
Total	60	100.0	100.0	

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	12	20.0	20.0	20.0
Satisfied	26	43.3	43.3	63.3
Somewhat Satisfied	11	18.3	18.3	81.7
Valid Indifferent	2	3.3	3.3	85.0
Somewhat Dissatisfied	5	8.3	8.3	93.3
Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

B8. Extent to which my supervisor trusts me

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	15	25.0	25.0	25.0
Satisfied	28	46.7	46.7	71.7
Somewhat Satisfied	9	15.0	15.0	86.7
Valid Indifferent	3	5.0	5.0	91.7
Somewhat Dissatisfied	2	3.3	3.3	95.0
Dissatisfied	3	5.0	5.0	100.0
Total	60	100.0	100.0	

B11. Extent to which my supervisor is open to ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	12	20.0	20.0	20.0
Satisfied	24	40.0	40.0	60.0
Somewhat Satisfied	12	20.0	20.0	80.0
Valid Indifferent	5	8.3	8.3	88.3
Somewhat Dissatisfied	5	8.3	8.3	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

B16. Extent to which the amount of supervision given me is about right

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	7	11.7	11.7	11.7
Satisfied	23	38.3	38.3	50.0
Somewhat Satisfied	17	28.3	28.3	78.3
Valid Indifferent	7	11.7	11.7	90.0
Somewhat Dissatisfied	2	3.3	3.3	93.3
Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

ANNEX 5: HORIZONTAL COMMUNICATION FREQUENCIES

B4. Extent to which the people in my organization have great ability as communicators

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfied	6	10.0	10.0	10.0
Satisfied	29	48.3	48.3	58.3
Somewhat Satisfied	13	21.7	21.7	80.0
Indifferent	4	6.7	6.7	86.7
Somewhat Dissatisfied	4	6.7	6.7	93.3
Dissatisfied	3	5.0	5.0	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

B12. Extent to which horizontal communication with other organizational members is accurate and free flowing

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfied	8	13.3	13.3	13.3
Satisfied	21	35.0	35.0	48.3
Somewhat Satisfied	18	30.0	30.0	78.3
Indifferent	8	13.3	13.3	91.7
Somewhat Dissatisfied	4	6.7	6.7	98.3
Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

B13. Extent to which communication practices are adaptable to emergencies

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	21	35.0	35.0	45.0
Somewhat Satisfied	16	26.7	26.7	71.7
Valid Indifferent	12	20.0	20.0	91.7
Somewhat Dissatisfied	3	5.0	5.0	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

B14. Extent to which my work group is compatible

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	7	11.7	11.7	11.7
Satisfied	26	43.3	43.3	55.0
Somewhat Satisfied	15	25.0	25.0	80.0
Valid Indifferent	8	13.3	13.3	93.3
Somewhat Dissatisfied	1	1.7	1.7	95.0
Dissatisfied	2	3.3	3.3	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

B19. Extent to which informal communication is clear and accurate

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	10	16.7	16.7	16.7
Satisfied	22	36.7	36.7	53.3
Somewhat Satisfied	11	18.3	18.3	71.7
Indifferent	10	16.7	16.7	88.3
Valid Somewhat Dissatisfied	4	6.7	6.7	95.0
Dissatisfied	2	3.3	3.3	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

ANNEX 6: ORGANIZATIONAL INTEGRATION REQUENCIES

A7. Information about departmental policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	7	11.7	11.7	11.7
Satisfied	22	36.7	36.7	48.3
Somewhat Satisfied	15	25.0	25.0	73.3
Valid Indifferent	12	20.0	20.0	93.3
Somewhat Dissatisfied	2	3.3	3.3	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

A8. Information about requirement of my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	7	11.7	11.7	11.7
Satisfied	29	48.3	48.3	60.0
Somewhat Satisfied	15	25.0	25.0	85.0
Valid Indifferent	3	5.0	5.0	90.0
Somewhat Dissatisfied	4	6.7	6.7	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

A12. Information about benefits and pay

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	5	8.3	8.3	8.3
Satisfied	16	26.7	26.7	35.0
Somewhat Satisfied	16	26.7	26.7	61.7
Indifferent	4	6.7	6.7	68.3
Somewhat Dissatisfied	2	3.3	3.3	71.7
Dissatisfied	13	21.7	21.7	93.3
Very Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

B9. Extent to which I receive in time information needed to do my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	10	16.7	16.7	16.7
Satisfied	27	45.0	45.0	61.7
Somewhat Satisfied	13	21.7	21.7	83.3
Somewhat Dissatisfied	5	8.3	8.3	91.7
Dissatisfied	5	8.3	8.3	100.0
Total	60	100.0	100.0	

ANNEX 7: CORPORATE INFORMATION FREQUENCIES

A3. Information about organizational policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	10	16.7	16.7	16.7
Satisfied	24	40.0	40.0	56.7
Somewhat Satisfied	13	21.7	21.7	78.3
Valid Indifferent	8	13.3	13.3	91.7
Somewhat Dissatisfied	3	5.0	5.0	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

A9. Information about government action affecting my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	5	8.3	8.3	8.3
Satisfied	19	31.7	31.7	40.0
Somewhat Satisfied	14	23.3	23.3	63.3
Valid Indifferent	17	28.3	28.3	91.7
Somewhat Dissatisfied	1	1.7	1.7	93.3
Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

A10. Information about changes in our organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	9	15.0	15.0	15.0
Satisfied	20	33.3	33.3	48.3
Somewhat Satisfied	18	30.0	30.0	78.3
Valid Indifferent	11	18.3	18.3	96.7
Somewhat Dissatisfied	1	1.7	1.7	98.3
Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

A13. Information about our organization's financial standing

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	12	20.0	20.0	20.0
Satisfied	20	33.3	33.3	53.3
Somewhat Satisfied	15	25.0	25.0	78.3
Valid Indifferent	8	13.3	13.3	91.7
Somewhat Dissatisfied	2	3.3	3.3	95.0
Dissatisfied	3	5.0	5.0	100.0
Total	60	100.0	100.0	

A14. Information about accomplishments and/or failures of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	9	15.0	15.0	15.0
Satisfied	20	33.3	33.3	48.3
Somewhat Satisfied	19	31.7	31.7	80.0
Valid Indifferent	5	8.3	8.3	88.3
Somewhat Dissatisfied	5	8.3	8.3	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

ANNEX 8: COMMUNICATION CLIMATE FREQUENCIES

B2. Extent to which the organization's communication motivates and stimulates and enthusiasm for meeting its goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfied	4	6.7	6.7	6.7
Satisfied	18	30.0	30.0	36.7
Somewhat Satisfied	22	36.7	36.7	73.3
Indifferent	5	8.3	8.3	81.7
Somewhat Dissatisfied	6	10.0	10.0	91.7
Dissatisfied	4	6.7	6.7	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

B6. Extent to which the organizations communication makes me identify with it or feel a vital part of it

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfied	6	10.0	10.0	10.0
Satisfied	17	28.3	28.3	38.3
Somewhat Satisfied	18	30.0	30.0	68.3
Indifferent	11	18.3	18.3	86.7
Somewhat Dissatisfied	5	8.3	8.3	95.0
Dissatisfied	3	5.0	5.0	100.0
Total	60	100.0	100.0	

ANNEX 9: MEDIA QUALITY FREQUENCIES

B7. Extent to which the organization's communications are interesting and helpful

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	24	40.0	40.0	50.0
Somewhat Satisfied	16	26.7	26.7	76.7
Valid Indifferent	7	11.7	11.7	88.3
Somewhat Dissatisfied	4	6.7	6.7	95.0
Dissatisfied	3	5.0	5.0	100.0
Total	60	100.0	100.0	

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	20	33.3	33.3	43.3
Somewhat Satisfied	14	23.3	23.3	66.7
Valid Indifferent	6	10.0	10.0	76.7
Somewhat Dissatisfied	9	15.0	15.0	91.7
Dissatisfied	5	8.3	8.3	100.0
Total	60	100.0	100.0	

B15. Extent to which meetings are well organized

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	19	31.7	31.7	41.7
Somewhat Satisfied	12	20.0	20.0	61.7
Indifferent	10	16.7	16.7	78.3
Somewhat Dissatisfied	3	5.0	5.0	83.3
Dissatisfied	6	10.0	10.0	93.3
Very Dissatisfied	4	6.7	6.7	100.0
Total	60	100.0	100.0	

B17. Extent to which written directives and reports are clear and concise

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	8	13.3	13.3	13.3
Satisfied	26	43.3	43.3	56.7
Somewhat Satisfied	15	25.0	25.0	81.7
Indifferent	2	3.3	3.3	85.0
Somewhat Dissatisfied	5	8.3	8.3	93.3
Dissatisfied	3	5.0	5.0	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

B18. Extent to which the attitudes toward communication in the organization are basically healthy

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	9	15.0	15.0	15.0
Satisfied	19	31.7	31.7	46.7
Somewhat Satisfied	17	28.3	28.3	75.0
Indifferent	9	15.0	15.0	90.0
Valid Somewhat Dissatisfied	2	3.3	3.3	93.3
Dissatisfied	3	5.0	5.0	98.3
Very Dissatisfied	1	1.7	1.7	100.0
Total	60	100.0	100.0	

B20. Extent to which the amount of communication in the organization is about right

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	6	10.0	10.0	10.0
Satisfied	27	45.0	45.0	55.0
Somewhat Satisfied	18	30.0	30.0	85.0
Valid Indifferent	5	8.3	8.3	93.3
Somewhat Dissatisfied	2	3.3	3.3	96.7
Dissatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	