

The Impact of Organizational Communication on Job Performance in a Saudi Arabian-based Private Sector Employee Cohort

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تأثير الاتصال التنظيمي على الأداء الوظيفي لمجموعة من موظفي القطاع الخاص في المملكة العربية السعودية

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Abstract

Effective communication is fundamental to organizational success because it is vital to strategic planning. Specifically, organizational communication is crucial in encouraging and motivating staff to achieve organizational goals and objectives. This study sought to determine whether there was a link between communication satisfaction, job satisfaction, and productivity in the workplace with a focus on the private sector. A survey was conducted using 115 participants, and descriptive and inferential statistics were used to analyze the data and test the hypothesis. The findings show no link between communication satisfaction and job satisfaction and performance.

ملخص:

يعد الاتصال الفعال أمراً أساسياً للنجاح على الصعيد التنظيمي في بيئة العمل وذلك لأنه يُعدّ أمراً حيوياً يساهم في تشجيع وتحفيز الموظفين لتحقيق الأهداف والغايات الوظيفية. تسعى هذه الدراسة إلى تحديد ما إذا كان هناك ارتباط بين الرضا عن الاتصال التنظيمي والرضا الوظيفي والإنتاجية في مكان العمل، مع التركيز على القطاع الخاص. تم إجراء استبيان شارك فيه 115 مشتركاً، واستخدمت الإحصائيات الوصفية والاستنتاجية لتحليل البيانات واختبار فرضيات البحث. أظهرت النتائج عدم وجود صلة بين الرضا عن الاتصال التنظيمي والرضا الوظيفي وأداء العمل لدى الموظفين.

INTRODUCTION

Effective organizational communication is good for employees' psychological health and well-being. At the same time, ineffective communication can be stressful to workers and the atmosphere and culture within which people seek to do their jobs (Badjie, Thoyib, Hadiwidjojo & Rofiq, 2019). Moreover, it is fundamental to effective management, central to good labour relations (Dupe, 2015), critical importance for companies and employees (Cacciattolo, 2015), and the success of any change program. Therefore, it is vital to organizational success (Vosse & Aliyu (2018: 1105). The business world, furthermore, is subject to constant change and operates within an environment where the tools for effective communication are continuously developed and enhanced, enabling multilevel exchanges across a range of dimensions both within organizations and with the external environment. Depending on the effectiveness of organizational communication, such developments can have positive or negative effects, particularly in an era when disinformation and even fake news is prevalent (Rodríguez-Fernández, 2019).

The Kingdom of Saudi Arabia set out its Vision 2030 strategy in 2016 to reduce its dependence on oil (Kosarova, 2020). It is an ambitious and transformative vision that embraces most, if not all, areas of economic and social life in the Kingdom. Two key aspects are expanding small and medium enterprises and privatizing some sectors of the economy (Kingdom of Saudi Arabia, 2016). The Vision also includes changes to the traditional workplace and other practices to make private sector employment attractive and satisfying for Saudi nationals and foreign companies operating in the Kingdom and their employees (KPMG, 2017). The change dynamics implicit in Vision 2030 will occur across and within organizational and national cultural contexts that are Saudi Arabian. As the work of those such as Hofstede (2003), Trompenaars and Hampden-Turner (1997), and House, Hanges, and Javidan et al. (2004) has shown, cultural nuances will be strong determinants of the nature and potential effectiveness of communication in organizations. While some extensive work on effective organizational communication has been undertaken in other cultural contexts (for example (Rajhans, 2018; Adiguzel, Cakir & Kucukoglu, 2020; Stacho, Stachova, Papula, et al., 2019), little has been done in Saudi Arabia. This includes a case study of total quality management in a non-profit organization (Alhwairini & Foley, 2012) and knowledge management in a Saudi public sector organization (Khaled, Renukappa, Suresh & Saeed, 2016). The study utilizes the communication satisfaction questionnaire (CSQ) developed by Downs and Hazens (1977) since it captures eight dimensions of communication satisfaction that are adequate for this study.

General background of the problem

Despite the growing interest in organizational communication due to its vital role in organizational performance (Putnam & Fairhurst, 2001; De Rider, 2004; Abugre, 2010b), few organizational communication studies have been undertaken in within a Saudi Arabian private sector. Consequently, emerging contemporary evidence highlighting the association between organizational communication, employee satisfaction, and job performance is limited given that it is predominantly centered on Western-countries (De Rider, 2004; Meyer & Herscovitch, 2001). The current study endeavours to address this gap by selecting Saudi Arabian case study examples (despite being few) to examine the effects of organizational communication on employee job performance.

Study Significance:

This research will contribute reliable information to the body of knowledge available regarding the impact of organizational communication on private employee sector performance in Saudi Arabia.

Research Objective:

This study's overall objective is to assess organizational communication's impact on job performance in a Saudi Arabian-based private sector employee cohort.

Utilization:

The study's results aim to influence domestic policy development so that the objectives regarding enhanced service efficiency and reliability set out by the Ministry of Human Resources and Social Development in Saudi Arabia can be achieved.

Study Questions

1. What are the links between the dimensions of the communication satisfaction questionnaire and the respondents' productivity/performance?
2. What are the links between the dimensions of the communication satisfaction questionnaire and the respondents' degree of job satisfaction?
3. What are the links between different categorical variables (age, gender, level of education, and monthly income) and the dimensions of CSQ?

Hypothesis

The suggested hypothesis (null hypothesis) is:

H₀: There is no link between the dimensions of CSQ and employees' satisfaction and productivity.

Thus, the alternative hypothesis is:

H_A: There is a link between the dimension of CSQ and employees' satisfaction and productivity.

LITERATURE REVIEW

Organizational Communication Significance

Organizational communication is critical to any company's growth. A study by Goldhaber (1986) (as cited in Varona) that relies on information from management and communication consultants notes that about 10% of businesses fail annually, mainly because of poor management and ineffective staff communication. The study by Gamil and Rahman (2021) found that supervisors are frequently frustrated due to misinterpretation and misunderstanding of information communicated. This often leads to failed projects and, in many cases high employee turnover rate if communication practices are not improved. (Gamil & Rahman, 2021). The significance of communication in an organization's operations draws from the essence of an organization. Three factors that typify organizations include the idea that they are composed of people and groups oriented towards attaining objectives, and they apply specialization and coordination to attain the objectives (Kheirandish et al., 2017). Another way of understanding the significance of communication in the context of an organization is to examine the functions they serve.

According to Varona (1988), the inconclusive functional roles of communication within an organization are production, coordination, motivation, maintenance, integration, and innovation.

Communication Effectiveness in Private Companies in Saudi Arabia

Some studies have investigated how effective communication can be in the private sector in Saudi Arabia. Albeit minimal, those studies often mention the role of culture and religion in influencing communication in offices or work setting. Baeshen (1987) study measured communication effectiveness using four components: upward, downward, content, and source of information among middle and lower-level management. Initially hypothesizing that effective communication systems make middle and lower-level managers involved, the findings found no considerable correlation among the variables. Besides upward communication, the other communication items did not directly affect managers who reported high involvement in Saudi Arabia (Baeshen, 1987). This study also found that the family, at the centre of the social structure, influences all forms of communication. For instance, final decisions tend to be made by the father or head of the household (Baeshen, 1987). The study was done decades ago, and the situation could have changed today.

Al-Gahtami and Shih (2011) found that openness in superior-subordinate relationships considerably influences how employees use computers for communication in Saudi Arabia. The other finding was that openness to work communication – where communication boundaries do not exist – does not considerably influence the choice to use computers or their continued use. This shows that the level of relationship between superiors and subordinates based on existing channels of communication influence how they interact and whether there is a preference to avoid direct communication by using computers (Al-Gahtani & Shih, 2011). Al-Qahtani et al. (2020) study which investigated the use of integrated communication in a private company called Fawaz Abdulaziz Alhokair in Saudi Arabia, found that assertive communication in the company tended to yield results because they express positive and negative notions in an open, transparent and direct manner.

Some studies exploring communication effectiveness in Saudi Arabia examined the hospitality sector and tourism organizations. Al-Tokhais (2016) study found that effective communication can predict employees' productivity and performance, level of work engagement, and turnover intention. This suggests the need for a change in attitude among managers and supervisors to support effective communication. Mohamad and Al-Hendy's (1995) study of service sectors in Saudi Arabia found that they typically have small-group communication within the large organization and that eighty per cent of group/team communication is interpersonal (face-to-face, interactive and oral); hence, the need to nurture and sustain them. Missaoui (2015) study investigated non-verbal communication in the retail industry of Saudi Arabia (sellers). The study found that Saudi consumers were not completely satisfied with the non-verbal communication skills of Saudi Sellers. This could explain the preference for foreigners to work in this job in the country and the law involving it being lifted in recent years (Missaoui, 2015). Consequently, the researcher recommends developing non-verbal communication through intense training, especially among female sellers (Missaoui, 2015).

Some studies have examined the effect of communication in the private business and education sectors in Saudi Arabia. Alalmal and Aarif (2019) found that communication skills positively affected business success, especially when considering customer care services. This, in turn, helped create loyal customers and further improved productivity within the company. In the education sector, Abiram et al. (2019) found that participative leaders within faculties who sought information from juniors helped improve interpersonal communication between themselves, improving performance and co-existence. This shows that communication improves performance and ensures the well-being of those involved in the

workplace. The same study found that such leaders had emotional intelligence and interpersonal skills directly linked to the educational institution's success (Abiram et al., 2019).

Productivity and Performance

Generally, the goal of any organization is to be productive and enhance the performance of its workers. In the current study, productivity and performance are given the same meaning – achieving set goals. Scholars define productivity differently by noting adjectives such as efficiency, quality of work, a high appraisal from managers and supervisors, and service/product quality, among others (Asio, 2021; Bashir et al., 2019; Bui et al., 2021). Sadia et al. (2016) note that communication is one of the variables influencing organizational performance levels. The research by Musheke and Phiri (2021) found a positive correlation between communication and productivity. These findings suggest that higher degrees of productivity are generally linked to frequent and enhanced communication.

For the goal of this study, communication satisfaction is defined as personal satisfaction with different aspects of communication in an organization as measured in the communication satisfaction questionnaire (CSQ) that will be used for this study (Downs & Hazen, 1977). Downs and Hazen noted certain dimensions within the questionnaire that are used to measure job satisfaction. Some include communication climate, organizational integration, horizontal communication, and communication with subordination. Musheke and Phiri (2021) define job satisfaction as people's affective reaction to their performance and their work conditions. Thus, individuals will typically assess different facets of their work and experiences to determine if they are satisfied. A study about the link between communication and job satisfaction found that the aspects of organizational communication that relate highly to satisfaction are individual feedback, communication climate, and relationship with managers (Kheirandish et al., 2017).

Organizational communication takes place across a spectrum of dimensions and contexts. Like an engine's oil, it affects and influences most, if not all, aspects and functions of an organization that create a living organism consisting of people interacting and responding internally and with the external world. Along with employee engagement and transformational leadership, and based on quantitative research, Moyo (2019) finds organizational communication is a major contributory factor towards organizational commitment; however, it can be posited that organizational communication goes beyond being one of several components because it is at the core of transformational leadership and employee engagement as well as across other dimensions of organizational life and well-being. Nordin, Sivapalan, Bhatt, Ahmad, and Abdullah (2014) conducted a study in the oil and gas industry and described the nature of organizational communication in terms of a communication climate. Their findings indicate that organizations with a defensive climate tend to have low motivation levels among employees who are cautious when communicating and vice versa when there is supportive and encouraging communication.

Similar findings are supported across various studies concerning various organizational dimensions, industries, and cultural contexts. In a quantitative study, Nobile (2016) investigated relationships between job satisfaction, organizational commitment, and effective communication across 35 government schools and 358 staff members in Western Australia. While using multiple regression analyses, positive interrelationships across various measures for effective communication were established. A quantitative study investigating relationships between effective organizational communication, job satisfaction, and intentions to stay found that 'the constructs of supervisor relationships, communication climate, and media quality had a significant direct effect on pediatric nurses' job satisfaction.' In turn, job satisfaction had a significant negative inverse relationship with the intention to leave and look for another nursing job (Doleman et al., 2021, p. 376). Effective communication was researched among all staff members of

a local air carrier in Nigeria (n=300), all of whom agreed in a survey that the communication climate influenced their job commitment. Most participants also believed that a top-down and one-way approach harmed job commitment, recommending that the organization should 'involve their employees in the organization's decision-making process to enhance job commitment' (Akarika et al., 2021, p. 23).

However, this finding of a preference for horizontal structures and employee involvement in decision-making may not be similarly relevant in different cultural contexts. Evidence for this comes from research into important differences in cultural dimensions of the business and social worlds. The Globe study was conducted across 62 societies and involved 17,300 managers and 951 organizations, and an overall finding is that effective leadership is contextual. The study identified ten world regions and produced leadership and management traits for each. Examples of differences in traits include leadership in Anglo nations being much more participative than Middle Eastern countries, while the latter is more group protective than the former (House et al., 2004). Leadership traits and what represents effective organizational communication will reflect the culture and cultural expectations. These can be inferred from dimensions of culture produced by Hofstede (2003) and others and particularly concerning high context (Middle Eastern cultures) versus low context (Western cultures), high (Middle Eastern cultures) versus low (Western cultures) in power distance and highly collectivist (Middle Eastern cultures) versus highly individualistic (Western cultures). This present study aims to investigate the importance of effective organizational communication within one cultural setting (Saudi Arabia) and does not, therefore, seek to make direct cultural comparisons; nevertheless, cultural nuances may have effects on that dimension (importance) as well as on attracting foreign companies and expatriates, which are important strands of Vision 2030. It also suggests the potential for a related area of future research: the investigation into what represents effective organizational communication in different cultural contexts.

Culture, Organizational Culture, and Organizational Differences

The importance of culture and cultural differences in effective communication finds support in a qualitative study by Schneider and Arnott (2017) conducted across two schools with second-language students from Eastern Europe. It was found that a lack of cultural understanding led to poor communication regardless of the prevailing communication climate (interactional, transactional, or linear). This also emphasizes that effective communication in organizations is constructed across a range of perceptions, and in this regard, Hargie (2016) draws attention to several large-scale studies. One was undertaken in the UK and involved more than 1,000 employees and approximately the same number of managers. It found that the most important motivating factor was job satisfaction, and two of the most important contributory aspects were how well individuals got on with others in the workplace and the interest shown by a manager in the ideas an individual has, their welfare, and other communication variables. An interesting mismatch also emerged from this study – while nearly 70 per cent of managers believed they were constantly providing feedback to their workers, only 20 per cent of employees felt this. A further study cited by Hargie (2016), also conducted in the UK, was among 46 company CEO's and eight necessary skills for leadership were revealed, with all of them being related to communication (for example, clear communication internally and externally, providing a sense of direction, team building, listening, building trust and taking the customer with them).

Hargie (2016) also draws attention to mediums and channels for communication, including face-to-face, emails, feedback, and the context in which it occurs. As noted, such channels are vital regarding the communication climate, motivation, and organizational culture, but they are also vital for organizational

learning and knowledge sharing. A meta-review of literature related to knowledge sharing in organizations, covering five years, was undertaken by Haq and Anwar (2016). They describe knowledge sharing as 'the lifeblood of an organization' (Haq& Anwar, 2016: 2) and identify several important factors that may promote or inhibit it. These include trust, intrinsic and extrinsic motivation, organizational structure (hierarchical structures are not necessarily inhibitors of knowledge sharing as the most important aspect is the extent to which people can interact), social relations (with face-to-face communication being most significant), communicative proximity, willingness to share knowledge and culture. Most, if not all, of these factors are directly related to communication, and similar findings can be identified across various studies. Based on a review of relevant literature, Zheng (2017) proposed that knowledge sharing 'provides organizations with a sustainable competitive advantage. Mohajan (2019) focused particularly on knowledge sharing between employees, while a quantitative study by Ali Selvam et al. (2019) found that knowledge sharing is positively related to organizational performance. Based on survey results and the application of social dilemma and self-determination theory, Razmerita et al. (2016) found that the most significant drivers of knowledge sharing in organizations are a wish to help other people, support and encouragement from management and recognition, all of which will be promoted or hindered through the efficacy of organizational communication.

Change is a constant factor in the modern business environment. Many organizations have failed because they have been unable to recognize the need to change or have not succeeded when they have tried to change (Senior & Swailes, 2016). Vision 2030 represents a great challenge for Saudi Arabian organizations regarding change across various dimensions, including digital transformation. As with other organizational dimensions, effective communication is at the core of change and is likely to be a key determinant of success or failure when digital and other transformations are undertaken (Husain, 2013; Muscalu, Todericiu& Lucia, 2013; Elving, 2005). A key reason organizational change fails is resistance from within the organization. Strands of communication, such as 'information, feelings of belonging to a community, and feelings of uncertainty', can moderate or even eliminate resistance (Elving, 2005: 306). Husain (2013) proposed a change communication strategy that addressed queries, doubts, and uncertainties, built community spirit, created trust, ensured employee participation, and reduced uncertainty and constant feedback. With particular regard to digital transformation, opportunities are opened for 'new communication principles' that can enhance and quicken effective internal and external communication through greater transparency and engagement (Nadkarni & Prugl, 2021, p. 251). From a different angle, Alexander and Penley (1981) claim that there are two methods for gauging communication within an organizational setting. The first assesses the results or effects of communication. Using a questionnaire, the researcher gauges peoples' perceptions of how organizational communication affects them. The tone of communication, the dynamics between managers and employees, and the calibre of the media are a few examples of these indicators. The Downs and Hazen (1977) device is a good choice for this kind of measurement. The second method counts communication behaviour. The questionnaire utilized in this method is also used to discover certain characteristics that organizational members notice when attempts are made to communicate with them. This method is frequently used to assess a supervisor's communication style.

Effective Communication and Job Performance

A question relevant to this study is how effective communication and its relationship with job performance can be measured. As Wright and Cropanzano (2000) point out, the most common predictor used to measure performance is job satisfaction, with an extended position that includes psychological well-being or happiness. This is tested through field studies, with findings suggesting that happiness and

job satisfaction are predictors of performance. Wright and Copanzano (2000) hypothesize that research would benefit if one of the measures of job satisfaction is psychological well-being (happiness), which is sometimes not included. Lopez (2017) also accepts the generally accepted belief that job satisfaction is a suitable measure of job performance but seeks to determine how self-esteem moderates the two measures. This investigation found that self-esteem had a moderating role, with various aspects of self-esteem having different interactions between males and females regarding job satisfaction. Dizgah et al. (2012, p. 1735) set out to establish whether the research findings into the job satisfaction/job performance relationship across public sector employees in a single province would be 'following previous research.' Data was collected using a survey instrument with scales, confirming the anticipated relationship. Based on a review of the relevant literature Shmailan (2016) finds the relationship between job satisfaction and job performance and makes the pertinent and practical point that this is something known to organizations. Shmailan(2016) further argues that employee engagement as an indicator of satisfaction and employment may also be pertinent.

Conceptual framework

This study aims to establish the main factors that contribute to effective communication and job performance in the private sector of Saudi Arabia. The main concepts guiding the work include the importance of organizational and national cultural contexts. In addition, communication permeates all dimensions of organizations and is a key component of job satisfaction, determining job performance.

METHODOLOGY

The study applies the quantitative approach. The target group is employees of private companies in Saudi Arabia. The study used the Communication Satisfaction Questionnaire (CSQ) to measure employees' job satisfaction and performance self-assessment. The CSQ measures ten dimensions; however, this study measured six dimensions based on the questions selected for the questionnaire. It is important to note that the CSQ has 44 items, of which supervisors and managers fill the last five items. Thus, 20 questions were selected that fall under the following dimensions: 1) communication climate, 2) personal feedback, 3) relationship with supervisors and 4) communication with top management. The dimensions left out include 1) media quality, 2) horizontal and informal communication, 3) inter-departmental communication, 4) organizational integration, 5) organizational perspective, and 6) relationship with subordinates.

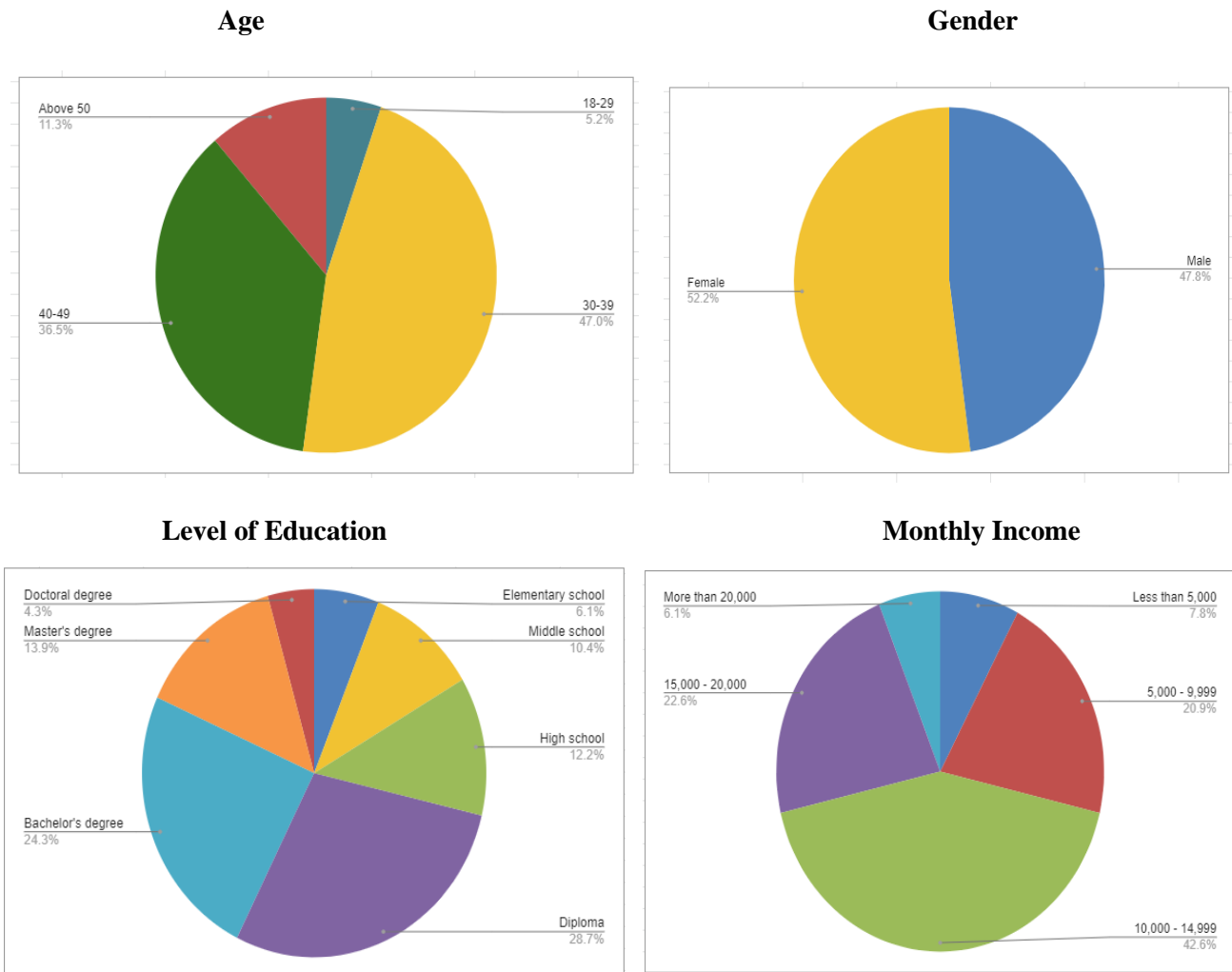
a) Research Design

The study applied descriptive analysis to summarize and highlight dataset patterns and inferential statistics to test the hypothesis. When using inferential analysis, comparing populations (chi-square use) and assessing the relationship between variables is possible.

b) Participants

The total number of respondents who participated in the study was 115. These respondents comprised employees working in private companies across different hospitality, finance, and manufacturing sectors. While the study focused keenly on employee job performance, the sector variable was not considered. However, certain categorical variables were included in the questionnaire: age, gender, level of

education, and monthly income, as shown in the pie charts below.



Based on the pie charts above, those between 30-39 years are the majority. Moreover, most are females, those with diplomas, and those earning 10,000 – 14,999 SAD.

c) Data Collection Tool

A survey was done to collect the data using the Communication Satisfaction Questionnaire (CSQ). The questionnaire is structured in nature and contains 44 items measuring ten dimensions. However, to fulfil the goal of this study, we focused on dimensions that measure job productivity and satisfaction. The survey was conducted online, where the questionnaire was distributed through emails, social media (LinkedIn, Twitter, and Facebook), and online survey platforms. In all cases, the target population (employees from a private company) were identified and sent an invite note. They had to agree to the terms and time indicated. The payment was issued as an incentive and to ensure professionalism throughout the data collection process.

d) Sampling Procedure and Sampling Size

The study relied on purposive sampling to target employees working in private companies. The target number for this study was 120-135. However, we managed to collect data from 115 respondents successfully. The survey was conducted online for five days to gain a broad range of people. The survey was conducted between Monday and Friday during the morning hours, 8 am – 12 pm, as employees are at work during these times.

e) Validity Scale

The 20 statements were analyzed using varimax rotation, and a significant factor structure reflecting four dimensions was found. The factors accounted for 62% of the variance overall. The results of the Kaiser-Meyer-Olkin test were 0.820, and the results of the Bartlett test were 520.531. With a strong reliability score of (Cronbach = 0.81), the scale's validity has been confirmed by factor analysis.

Table 1: Factor analysis regarding dimensions.

Factors	Cronbach Alpha
Communication climate	0.8178
Supervisory communication	0.8120
Personal feedback	0.8025
Communication with top management	0.8136

RESULTS

a) Descriptive Analysis

A descriptive study was done to summarise the basic information about the variables.

Code	Question	Average	Mode	Median	Standard deviation	Variance
Q1	How satisfied are you with your job?	4.5	4	4	1.6024	2.5679
Q2	In the past 6 months, what has happened to your level of satisfaction?	2.01	2	2	0.57	0.3244
Q3	Information about my progress in my job.	2.35	1	2	1.28	1.63
Q4	Recognition of my efforts.	2.13	2	2	1.18	1.4
Q5	Information about the requirements of my job.	2.34	1	2	1.28	1.63
Q6	Recognition of the personal challenges that employees face at work	2.64	1	2	1.56	2.4244
Q7	Information about employee benefits and pay.	2.89	1	3	1.872	3.5046

Q8	Extent to which my superiors know and understand the problems faced by subordinates.	3.23	1	3	2.08	4.3168
Q9	The extent to which company communication motivates and stimulates enthusiasm for meeting its goals.	3.15	1	3	2.13	4.5305
Q10	Extent to which my supervisor listens and pays attention to me.	2.97	1	2	2.04	4.16
Q11	Extent to which people in my organization have great ability as communicators.	2.97	1	2	1.88	3.5426
Q12	Extent to which my supervisor offers guidance for solving job related problems.	3	1	3	1.94	3.77
Q13	Extent to which the company/s communication makes me identify with it or feel a vital part of it.	2.9	1	2	1.96	3.8241
Q14	Extent to which my supervisor trusts me.	2.91	1	2	1.97	3.8695
Q15	Extent to which I receive on time the information needed to do my job.	2.94	1	2	2.02	4.0927
Q16	Extent to which conflicts are handled appropriately through proper communication channels.	3.08	1	3	1.92	3.7043
Q17	Extent to which my supervisor is open to new ideas for improvement	2.82	1	2	1.87	3.5014
Q18	Extent to which the attitude toward communication in the company are basically healthy.	2.86	1	3	1.751625	3.0681
Q19	How would you rate your productivity in your job?	4.26	4	4	1.351327	1.8260
Q20	In the last 6 months, what has happened to your productivity?	1.88	2	2	0.58	0.3359

b) Inferential Statistics

T-test inferential analysis was used to compare the means of the categorical variables with the responses to the questionnaire and participant responses to various communication dimensions. The t-test also tests the null hypothesis.

The categorical variables, namely age, gender, level of education, and monthly income, were grouped depending on the number of respondents in each group. For instance, in the case of age groups, six respondents appeared in this group, while 54 respondents appeared in the group 30-39. Similarly, there were 55 males and 60 females. Finally, the mean of responses from participants of each group was calculated and attributed to the group.

T-test for Categorical Variables

1) Age Groups Means in relation to Responses

Age	Groups of Ages	Means
18-29	6	2.4416
30-39	54	2.5396
40-49	42	3.0715
Above 50	13	3.8038
N	115	

T-Test: Paired Two Sample for Means		
	2.4416	
<i>2.54</i>	<i>Group of Ages</i>	<i>Means</i>
Mean	28.7	2.96
Variance	526.25	0.39
Observations	4	4
Pearson correlation	-0.25	
Hypothesized Mean Difference	2	
df	3	
t Stat	2.06	
P(T<=t) one tail	0.07	
t Critical one-tail	2.35	
P(T<=t) two-tail	0.13	
t Critical two-tail	3.18	

Members of different age groups are slightly satisfied with communication satisfaction, as indicated by M = 2.96 and V = 0.39.

2) Gender Means in relation to Responses

Gender	Gender Numbers	Means
Males	55	3.3038
Females	60	2.5383
N	115	

T-Test: Paired Two Sample for Means		
	3.3038	
<i>2.54</i>	<i>Gender Numbers</i>	<i>Means</i>

Mean	57.5	2.92
Variance	12.5	0.29
Observations	2	2
Pearson correlation	-1	
Hypothesized Mean Difference	2	
df	1	
t Stat	18.24	
P(T<=t) one tail	0.02	
t Critical one-tail	6.31	
P(T<=t) two-tail	0.03	
t Critical two-tail	12.71	

Members of both genders are slightly satisfied by communication satisfaction, as indicated by $M = 2.92$ and $V = 0.29$.

3) Level of Education Means in relation to Responses

Level of Education	Level of Education Numbers per Group	Means
Elementary school	7	3.1285
Middle school	12	2.6916
High school	14	2.9
Diploma	33	2.5454
Bachelor's degree	28	3.2339
Master's degree	26	3.325
Doctoral Degree	5	1.98
N	115	

T-Test: Paired Two Sample for Means		
	3.1285	
2.69	Level of Education Number per Group	Means
Mean	16.43	2.83
Variance	108.95	0.22
Observations	7	7
Pearson correlation	0.24	
Hypothesized Mean Difference	2	
Df	6	

t Stat	2.97	
P(T<=t) one tail	0.01	
t Critical one-tail	1.94	
P(T<=t) two-tail	0.02	
t Critical two-tail	2.45	

Employees with different levels of education are slightly satisfied by communication satisfaction, as indicated by $M = 2.83$ and $V = 0.22$.

4) Monthly Income Means in Relation to Responses

Monthly Income	Monthly Income per Group	Means
Less than 5,000	9	2.7
5,000 – 9,999	24	2.7041
10,000 – 14,999	49	2.9816
15,000 – 20,000	26	3.2346
More than 20,000	7	1.8642
N	115	

T-Test: Paired Two Sample for Means		
	2.7	
2.7	Monthly Income per Group	Means
Mean	23	2.7
Variance	284.5	0.27
Observations	5	5
Pearson correlation	0.64	
Hypothesized Mean Difference	2	
Df	4	
t Stat	2.47	
P(T<=t) one tail	0.03	
t Critical one-tail	2.13	
P(T<=t) two-tail	0.07	
t Critical two-tail	2.78	

Employees of different monthly income groups are slightly satisfied, as indicated by $M = 2.7$ and $V = 0.27$.

The general results indicate that employees of different categorical variables are slightly satisfied with

communication satisfaction in the organization.

T-test for Employee Response to Different Communication Dimensions

While using this analysis, it was possible to determine if the treatment in the office (through the different dimensions) affected employees. The following is a sample of the dimensions measured.

1) Q1 and Q19 (Communication climate)

Questions 1, "How satisfied are you with your job?" and 19, "How would you rate your productivity in your job?" take the same approach of asking and measuring two critical dimensions: employee job satisfaction and job productivity. As such, they were grouped.

T-Test: Paired Two Sample for Means		
	2.7	
5	Q1	Q19
Mean	4.5	4.26
Variance	2.57	1.83
Observations	115	115
Pearson correlation	0.1	
Hypothesized Mean Difference	2	
Df	114	
t Stat	-9.45	
P(T<=t) one tail	0	
t Critical one-tail	1.66	
P(T<=t) two-tail	0	
t Critical two-tail	1.98	

Employees reported feeling indifferent concerning communication climate, as indicated by M = 4.26 and V = 1.83.

2) Q2 and Q20 (Communication climate)

Question 2, "In the past 6 months, what has happened to your level of satisfaction?" and question 20, "In the last 6 months, what has happened to your productivity?" measure job satisfaction and job productivity, respectively, in the last 6 months.

T-Test: Paired Two Sample for Means		
I	Q2	Q20

Mean	2	1.88
Variance	0.32	0.34
Observations	115	115
Pearson correlation	0.03	
Hypothesized Mean Difference	2	
Df	114	
t Stat	-25.05	
P(T<=t) one tail	0	
t Critical one-tail	1.66	
P(T<=t) two-tail	0	
t Critical two-tail	1.98	

Employees reported that their satisfaction and productivity levels had increased in the last six months, as indicated by $M = 1.88$ and $V = 0.34$.

3) Q3 to Q4 (Personal feedback)

Question 3, "Information about my progress in my job," and question 4, "Recognition of my efforts," measure the dimension of personal feedback.

T-Test: Paired Two Sample for Means		
3		
3	Q3	Q4
Mean	2.35	2.13
Variance	1.63	1.4
Observations	115	115
Pearson correlation	0.67	2
Hypothesized Mean Difference	2	2
Df	114	5
t Stat	-19.15	2
P(T<=t) one tail	0	1
t Critical one-tail	1.66	3
P(T<=t) two-tail	0	41.98
t Critical two-tail	1.98	3

Employees reported being satisfied with their feedback, as indicated by $M = 2.13$ and $V = 1.4$.

4) Q5 and Q7 (Communication with top management)

Question 5, " Information about the requirements of my job," and question 7, "Information about employee benefits and pay," measure communication with top management.

T-Test: Paired Two Sample for Means		
	<i>Q5</i>	<i>Q7</i>
Mean	2.34	2.89
Variance	1.63	3.5
Observations	115	115
Pearson correlation	0.71	4
Hypothesized Mean Difference	2	2
Df	114	6
t Stat	-20.81	2
P(T<=t) one tail	0	1
t Critical one-tail	1.66	3
P(T<=t) two-tail	0	4
t Critical two-tail	1.98	4

Employees reported being slightly satisfied with the communication with top management, as indicated by M= 2.89 and V = 3.5.

5) Q9 and Q12 (Relationship with supervisors)

Question 9, " Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals," and question 12, " Extent to which my supervisor offers guidance for solving job-related problems," measures the relationship with supervisors.

T-Test: Paired Two Sample for Means		
	<i>Q9</i>	<i>Q12</i>
Mean	3.15	3
Variance	4.53	3.77
Observations	115	115
Pearson correlation	0.75	1
Hypothesized Mean Difference	2	2
Df	114	7
t Stat	-13.79	2

P(T<=t) one tail	0	1
t Critical one-tail	1.66	3
P(T<=t) two-tail	0	4
t Critical two-tail	1.98	4

Employees reported being slightly satisfied with communication with supervisors, indicated by $M = 3$ and $V = 3.77$.

Based on the results of employee response to different dimensions, the general findings indicate a slight satisfaction with communication satisfaction. These results are consistent with the null hypothesis that "there is no link between the dimensions of CSQ and employees' satisfaction and productivity", suggesting that the null hypothesis is possible.

DISCUSSION

Overall, the CSQ questionnaire tests ten items. However, for this study, four items were measured: communication climate, personal feedback, relationship with supervisors, and communication with top management, as they fit the criteria for this study. The results are discussed based on the tested variables.

a) Categorical Variables

It was important to know whether factors such as an employee's age, gender, level of education, and monthly income influence employees; thoughts about communication satisfaction and its significance. However, for all four variables, the mean (ranging from 2-3) indicated that members of those groups were slightly satisfied with communication satisfaction on their job satisfaction and productivity.

b) Individual Responses

Employees' responses for different communication dimensions reveal different answers. However, they do not vary far from the mean. For the communication climate dimension, employees were mostly indifferent to communication satisfaction. This is an interesting discovery given that in the same dimension, the results show that employees' level of satisfaction went up in the last 6 months. One would expect that if employees feel indifferent to the level of satisfaction with their jobs, their satisfaction will not go up but stay the same or go down. This suggests that other factors outside CSQ dimensions could give employees satisfaction with their work. Some studies have found that other factors besides communication can make employees satisfied with their work and increase their productivity. For instance, high pay or performance pay (Auer et al., 2021), training and investment (Asgarova, 2019), empowerment, and high engagement (Alhozi et al., 2021) have been shown to increase satisfaction and productivity. This intimates that communication is one of the variables that can increase employee satisfaction and productivity but not the main variable. There could be other important factors that could achieve the same. Therefore, it will depend on the employee's values in many cases. Some employees value communication, others value empowerment, and others value high pay.

The CSQ was able to highlight how employees view and perceive communication in the workplace.

Interestingly, most of their responses ranged between satisfied and slightly satisfied and were not to the extremes of both sides (very satisfied or dissatisfied). It can suggest that most employees do not value communication as it may be thought, at least in this jurisdiction. This can be explained by the dynamic nature of communication practised in different cultures and work sectors. Culture is a significant influence on how people communicate and perceive communication. For instance, some cultures value open and transparent communication instead of secure communication (Haq & Anwar, 2016). In the latter culture, individuals are used to being told rather than interacting or sharing in a conversation. This can influence their perception regarding communication with the top management, supervisors, and personal feedback from superiors (Haq & Anwar, 2016). Western societies, unlike Eastern societies, value open communication, which influences how communication is perceived in the workplace among the management and subordinates.

Some studies have shown a strong correlation between organizational communication and job satisfaction and productivity in the workplace (Cacciattolo, 2015; Deconinck et al., 2015; and Elving, 2005). However, it is important to note that most of these studies were conducted in Western countries where communication is valued and signifies a relationship between workers and management. However, some studies have emerged to show that communication may not be the most important factor among some employees compared to compensation for work. Therefore, the reality of other strong variables linked to the workplace or organization and the possible influence of regional culture can explain why communication may not be the most important variable for ensuring productivity and satisfaction.

CONCLUSION & LIMITATIONS

In summary, the results suggest no link between the dimensions of CSQ with job satisfaction and productivity. Employees tended to report they were "satisfied" or "slightly satisfied" with communication satisfaction dimensions such as communication climate, personal feedback, communication with the top management, and relationship with supervisors. Thus, communication is not a strong variable regarding job satisfaction and performance. Possible explanations are cultural differences, especially on a regional scale, and personal values (intrinsic values) related to work and relationships with managers. Regarding culture, some societies value communication more than others, influencing how communication is perceived at work. First, it is worth noting that most studies that found a strong correlation between communication and job satisfaction and productivity were from Western-based studies. This may not apply to Eastern cultures, where communication can be one-sided due to authority or religious beliefs. Secondly, individuals (no matter their culture) with cultural influence may value workplace factors such as compensation, empowerment, and training and investment. Therefore, employees will mostly be impacted by what they value in the workplace and not a single variable such as communication.

This study contains limitations, such as one jurisdiction (conducted in the Kingdom of Saudi Arabia), a small research sample, and few related studies have been done in Saudi Arabia to conduct a comparative study of the findings. Further studies can investigate the role of culture in organizational communication in Saudi Arabia and the Middle East.

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APPENDIX

1) Questionnaire

Modified Communication Satisfaction Questionnaire (the questions remain the same; some were removed and numbers changed)

1) How satisfied are you with your job? (Check 1)							
<input type="checkbox"/> 1. Very dissatisfied		<input type="checkbox"/> 5. Somewhat satisfied					
<input type="checkbox"/> 2. Dissatisfied		<input type="checkbox"/> 6. Satisfied					
<input type="checkbox"/> 3. Somewhat dissatisfied		<input type="checkbox"/> 7. Very satisfied					
<input type="checkbox"/> 4. Indifferent							
1) In the past 6 months, what has happened to your level of satisfaction? (Check 1)							
<input type="checkbox"/> 1. Stayed the same		<input type="checkbox"/> 2. Gone up		<input type="checkbox"/> 3. Gone down			
A. Listed below are several kinds of information often associated with a person’s job. Please indicate how satisfied you are with the <u>amount</u> and/or <u>quality</u> of each kind of information, by ticking the appropriate box at the right.							
	Very satisfied	Satisfied	Slightly satisfied	Indifferent	Slightly dissatisfied	Dissatisfied	Very dissatisfied
	1	2	3	4	5	6	7
3) Information about my progress in my job.							
4) Recognition of my efforts.							
5) Information about the requirements of my job.							
6) Recognition of the personal challenges that employees face at work							
7) Information about employee benefits and pay.							
Please indicate how satisfied you are with the following. (Tick the appropriate box at the right.)							

	Very satisfied	Satisfied	Slightly satisfied	Indifferent	Slightly dissatisfied	Dissatisfied	Very dissatisfied
8) Extent to which my superiors know and understand the problems faced by subordinates.							
9) Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.							
10) Extent to which my supervisor listens and pays attention to me.							
11) Extent to which people in my organization have great ability as communicators.							
12) Extent to which my supervisor offers guidance for solving job related problems.							
13) Extent to which the company/s communication makes me identify with it or feel a vital part of it.							
14) Extent to which my supervisor trusts me.							
15) Extent to which I receive on time the information needed to do my job.							
16) Extent to which conflicts are handled appropriately through proper communication channels.							
17) Extent to which my supervisor is open to new ideas for improvement.							
18) Extent to which the attitude toward							

communication in the company are basically healthy.							
Please tell me how you feel about your productivity on your job by answering the three questions below.							
19) How would you rate your productivity in your job? (Check 1)							
<input type="checkbox"/> 1. Very low <input type="checkbox"/> 5. Slightly higher than most							
<input type="checkbox"/> 2. Low <input type="checkbox"/> 6. High							
<input type="checkbox"/> 3. Slightly low <input type="checkbox"/> 7. Very high							
<input type="checkbox"/> 4. Average							
20) In the last 6 months, what has happened to your productivity? (Check 1)							
<input type="checkbox"/> 1. Stayed the same <input type="checkbox"/> 2. Gone up <input type="checkbox"/> 3. Gone down							