

Communication and Job Satisfaction as related to Industrial Productivity

Babita Dosajh*

Abstract

An attempt has been made in the present study to measure the flow of communication and job satisfaction among managers and workers in public and private enterprises, which leads to higher or lesser productivity. It is quite surprising that till today, no one has applied a planned strategy to measure the flow of communication in an organization and its resultant effect on productivity. It becomes more relevant in today's world where more and more emphasis is laid upon inter-personal communication, which may have a bearing effect on productivity. In addition to better communication flow, higher satisfaction between the workers and managers have also resulted in higher level of productivity which might throw light on the differential productivity in public and private sector enterprises

Introduction

Whether it is business or personal life, the role of communication is pivotal and important. Each individual in our society interacts with each other by means of communication. From our first cry at birth, we have been a communicating organism transmitting our thought, attitudes and ideas. Thus, nobody can feel at ease without effective communication.

Human communication has progressed through five distinct phases. During the first four phases or stages, humanity proceeded from speaking to writing and then to printing and telecommunication. The fifth phase, which has recently come to our country emphasizes on interactive communication system.

The word communication has been derived from a Latin word "Commune" which means common. Consequently, communication involves transference of meaning among members. It is only through transmitting meanings from one person to another that information and ideas can be conveyed. Thus, communication facilitates exchange of information and perception.

Similarly, in an organization, information is the crux of communication. It is the most essential link

between the means and ends, which are of great concern to management. It may be studied, analyzed and stored for future references. Communication may also be considered as a bridge over the gulf between individual and groups, for it facilitates the establishment of unity of purpose in the organization.

According to Keith Devis (1977), "Communication is defined as the process of passing information and understanding from one person to another." It is essentially a bridge of meaning a person to safely cross the river of misunderstandings that separate all people. Thus, our working definition of communication, calls attention to three essential points:-

1. That communication involves people and that how people try to relate to each other;
2. That communication involves shared meaning, that is to communicate, people must agree on the definition of the terms they are using;
3. That communication is a symbolic gesture, sounds, letters, numbers and words that can represent the ideas they are meant to communicate.

Communication in an organization not only foster motivation by clarifying goals and duties of the

*Senior Lecturer, ICFAI Business School, Chandigarh

employees but also provides a platform for the employees to release their emotional feelings and fulfillment of social needs. Communication also facilitates decision-making process in a organization.

There are two directions in which communication flows in an organization (1) Vertical Communication (2) Horizontal Communication. Vertical Communication consists of communication up and down the organization's chain of command. Downward communication starts with top management and flow through management levels to line works and non supervisory personnel. The major function of downward communication is to advise, inform, direct, instruct and evaluate subordinates and to provide information to members about the organizational goals and policies.

The main function of the Upward Communication is to supply information to the upper levels about what is happening at the lower levels. This type of communication includes progress report, suggestions and requests for aids or decision.

Horizontal or Lateral Communication usually follows the pattern of workflow in an organization occurring between the members of the work group, between members of different departments and between line and staff. The main aim of the horizontal communication is to provide a direct channel for organizational coordination and problem solving. An added benefit of lateral communication is that it enables organization members to form relationship with their peers. 90% of the Management Process is said to be communication. It may be too much to say this, but the fact remains that communication process forms an important element in the management process. Moreover communication should not be done just because it is a good thing to do, but we must communicate because it is necessary for organizational growth and understanding and also, success of an enterprise depends upon, how its objectives and goals are understood and how well that understanding is related to the needs of the market place.

Effective communication, therefore, relates directly to the organization's potential for growth as well as survival. Thus, when communication is effective, it tends to encourage better performance and job satisfaction. People understand their jobs better and feel more involved in them. Poor communication lowers the morale and reduces the productivity and also generates

a sense of dissatisfaction. Since job satisfaction is the result of various attitudes possessed by a employee. These attitudes are related to the job and are concerned with such specific factors as wage, supervision, steadiness of employment, condition of work, social relations on the job, prompt settlement of grievances, fair treatment by employer and other similar items. Thus, the whole act of job satisfaction involves communication in each and every part of it.

Review of Literature

The purpose of the present study is to see the effect of independent variables (vertical and horizontal communication) on dependent variable (productivity) and how these factors contributes differently in public and private sector enterprises.

As communication is taken as the backbone of any organization and without it any organization cannot exist. Communication is a process of relating to people. As people relate to each other in doing work and in solving problem, they communicate ideas, feeling and attitudes. Thus, if this communication is effective the work gets done better and the problems are solved more effectively. Therefore, at this level of abstraction, one cannot ignore the obvious relationship of communication with productivity. Similarly significant relationships have been found between communication, job satisfaction and organizational climate, which ultimately lead to higher productivity (Singh and Pestonjee, 1990; Joshi and Sharma, 1997).

The economic development of any country depends upon two distinct but related factors. One is the rate of Industrialization and the other is the level of productivity. It is presumed that higher the level of industrialization, the greater the level of productivity and higher would be the economic growth [Productivity 33 (1) 1992].

There is also a positive correlation between job satisfaction and productivity (Robert.A.Snyder and James.H Morris, 1984). Social scientists agree that when employees are free to produce a comfortable working environment with sufficient information to do their job, they will be satisfied. Of course, individuals are satisfied for different reasons. However, as organization communication operates effectively, individual satisfaction will increase because the work situation has become a pleasant place to be. Ambiguity and

uncertainty, prime cause of dissatisfaction have been removed. Thus, when communication is effective, it leads to encourage better performance and job satisfaction. People understand their job better and feel more involved in them (J. David Pincus, 1986).

The word "Productivity" was first coined in 1776 and since then it has been variously defined. Conceptually, productivity is a universal and simple concept. It reflects the relationship between outputs and inputs expended in any work situation. The conventional view has always emphasized the labor dimension or in some cases total inputs including material and capital energy. Productivity today is perceived as reflecting efficiency of work process highlighting use of resources and effectiveness indicating achievements of corporate goals and has, thus truly become a multi-dimensional phenomenon.

Communication and Productivity

Effective organizational communication is not an end in itself, it is one of the means to the end of effectiveness. Basically, communication serves the following two purposes in all organizations:

1. It provides information for decision making
2. It makes possible the attitudes and motivations for decision making and processes.

The importance of information as determinant of task performance is well documented in studies of individual and team decision making (McCormick, 1974;). Unfortunately there is only a small body of empirical work concerned with the relationship of communication to performance (O'Reily and Robert, 1977).

The findings of O'Reily and Robert shows that the two factors of communication, that is, openness and accuracy are related to group structure and perceives group effectiveness. The effect of structure and communication variables on organizational variables viz organizational commitment, job satisfaction, organizational performance and adaptability are more pronounced in large organizations In small organizations the effect of structure and communication variables on group process, job satisfaction and performance are moderate (T.C.Reddy and S. Gayathri, 1999).

A study by V.S.Bhandiwal (1998) suggests that if proper care is taken to improve the human side of the organizations, it ultimately leads to better performance.

Job Satisfaction and Productivity

In the mid seventies, Locke(1976) reviewed the research work done on job satisfaction during the proceeding 40 years beginning with the classic study of Hoppock (1935). Locke has reported that more than three thousand studies had been published during the said period. A critical review of researches indicate that although there is no direct or consistent relationship between job satisfaction and productivity, the scholars and management practitioners are still interested in study of job satisfaction for the following reasons,

1. Absenteeism is higher among dissatisfied employees (Scott and Taylor,1985)
2. Dissatisfied employees are more likely to quite (Friedman Prince, Riggio, DiMatteo 1980)
3. Satisfied employees enjoy better health and live longer (Locke,1976)
4. Job satisfaction is infectious and carries over to life outside the work place (Haward and Frink, 1996).

Aims and Hypothesis

The present research is an attempt to study the level of Vertical Communication i.e. downward Communication from managers to workers as well as Upward communication from workers to managers. In addition to this, Horizontal communication between the managers would also be studied. The study also makes an attempt to understand the relationship between Job Satisfaction and Productivity.

For this purpose, three questionnaires of Communication in Hindi and English of Downward Communication, Upward Communication and Horizontal communication were developed by the author. This again reflects the fact that so far communication has been perceived as a part of organizational climate. No direct study of communication has been done so far.

Apart from studying the level of communication, another aim of the research was to study the difference in pattern that might exist between levels of communication and Job Satisfaction in Public and Private Sector Enterprises.

Keeping in mind the aims and review of the Literature, following hypothesis were formulated:

1. The Level of Communication both vertical (downward and horizontal in managers and upward in workers) may be significantly related to productivity.
2. Job Satisfaction may be significantly related to Productivity among managers and workers.
3. It may be presumed that public sector enterprises might have a low level of communication (vertical as well as horizontal) and productivity as compared to private sector enterprises.

Methodology

The subject of the study involves 50 public sector managers and 50 private sector managers, 100 public sector workers and 100 private sector workers of roughly medium size parallel organizations. It may be noted that that one manager and two workers were taken from one organization. Thus, a total of 100 managers and 200 workers were taken from public and private sector enterprises.

Tools Used

For the present study, three 5 point scales on level of communication that is downward, upward and horizontal communication were developed and administrated to managers and workers.

Job satisfaction questionnaire for managers and workers was developed by Prayag Mehta and Mahaveer Jain (1979). It consists of 23 items for managers and 24 items for workers. It is an objective type three-point questionnaire. The scale has been divided into four sub-variables: influence, amenities at the work place, nature of the job and supervisory behavior

Measurement of Productivity in Public and Private Sector Organizations

Productivity in its simplest form is a ratio of output generated to the input consumed which is expressed by the following formula : $Productivity = Output/Input$. This measure takes into account the effective utilization of all input resources and is therefore, suitable for assessing the performance of an enterprise. However, in the present study, productivity has been assessed in terms of the annual turnover of the manufacturing units that is by taking the previous three years annual turnover and then is averaged to obtain the mean annual turnover of the enterprises so as to eliminate the extraneous variables like lockout, marketing problems etc. affecting productivity.

Statistical Analysis

Firstly, correlation was applied to see the relationship between the level of communication (Vertical and Horizontal) and Job Satisfaction in relation to productivity. Secondly, to see the difference in public and private sector on the above-mentioned variables, t-test was applied.

Results and Discussion

In the present study, as mentioned earlier also, a sample of 100 managers and 200 workers were taken from Public and Private Sector Enterprises. One manager and two workers were taken from one unit. Thus, 50 managers and 100 workers were taken from public sector and 50 managers and 100 workers were taken from private sector.

Correlational analysis: In the present study a correlation design was used. The correlation was computed between productivity and the factors of communication and Job satisfaction in case of managers and workers for both the sectors.

Table 1: Intercorrelation Matrix of Managers in Public Sector

Variables	1	2	3	4	5	6	7	8
• Downward Communication	1.00	0.34*	0.14	0.07	0.47**	0.54**	0.62**	0.78**
• Horizontal Communication		1.00	0.03	-0.28*	0.24	0.14	0.12	0.18

• Influence	1.00	0.02	0.15	-0.15	—	0.08
• Amenities		1.00	-0.24	0.02	—	0.16
• Nature of the Jobs			1.00	0.40**	—	0.30*
• Supervisory Behavior				1.00	—	0.45**
• Overall Job Satisfaction					1.00	0.49**
• Productivity						1.00

Table 2: Intercorrelation Matrix of Managers in Private Sector

Variables	1	2	3	4	5	6	7	8
• Downward Communication	1.00	0.14	0.25	0.09	0.30*	0.29*	0.46**	0.57**
• Horizontal Communication		1.00	-0.14	0.35*	-0.13	-0.29*	-0.20	0.19
• Influence			1.00	0.18	-0.03	0.07	—	0.11
• Amenities				1.00	-0.25	-0.28*	—	-0.11
• Nature of the Job				1.00	-0.34*	—	0.29*	
• Supervisory Behavior						1.00	—	0.28*
• Overall Job Satisfaction							1.00	0.28*
• Productivity								1.007

* Level of Significance = 0.05 ** Level of Significance = 0.01

In the private sector enterprises, in case of managers, the correlation of productivity is significant with downward communication $r = 0.57^{**}$ (see Table 2). The factors or sub variables, viz Nature of Job (0.29*) and Supervisory Behavior (0.28*) of Job Satisfaction also has a significant correlation with productivity. The overall job satisfaction also has a significant relation with productivity ($r = 0.28^*$). A high correlation also exists between downward communication and overall Job Satisfaction ($r = 0.46^{**}$)

In the public sector enterprises, in case of workers, the correlation of productivity is significant with upward communication $r = 0.67^{**}$ (see Table 3). The factors or sub variables viz Nature of Job (0.32*) and Supervisory Behavior (0.37**) of Job Satisfaction also has a significant correlation with productivity. The overall job satisfaction also has a significant relation with productivity ($r = 0.41^{**}$). A high correlation also exists between upward communication and overall Job Satisfaction ($r = 0.51^{**}$)

Table 3: Intercorrelation Matrix of workers in Public Sector

Variables	1	2	3	4	5	6	7
• Upward Communications	1.00	0.32*	0.14	0.57**	0.18	0.51**	0.67**
• Influence		1.00	0.02	0.26	0.32*	—	0.27
• Amenities			1.00	0.09	-0.01	—	-0.05
• Nature of the Job			1.00	0.21	—	0.32*	
• Supervisory Behavior				1.00	—	0.37*	
• Overall Job Satisfaction						1.00	0.41**
• Productivity							1.00

* Level of Significance = 0.05, ** Level of Significance = 0.01

Table 4: Intercorrelation Matrix of Workers in Private Sector

Variables	1	2	3	4	5	6	7
• Upward Communication	1.00	0.27	-0.05	0.06	0.25*	0.33*	0.60**
• Influence		1.00	-0.13	.08	.05	—	0.28*
• Amenities			1.00	-0.22*	-0.12	—	
• Nature of the Job				1.00	-0.10	—	0.43**
• Supervisory Behavior					1.00	—	0.34*
• Overall Job Satisfaction						1.00	0.34*
• Productivity							1.00

* Level of Significance = 0.05, ** Level of Significance = 0.01

In the private sector enterprises, in case of workers, the correlation of productivity is significant with upward communication $r = 0.60^{**}$ (see Table 4). The factors or sub variables viz Influence (0.28*), Nature of Job (0.43*) and Supervisory Behavior (0.34*) of Job Satisfaction also has a significant correlation with productivity. The overall job satisfaction also has a significant relation with productivity ($r = 0.34^*$). A high correlation also

exists between upward communication and overall Job Satisfaction ($r = 0.33^*$)

t-Test of Managers

To see the significance of difference in public and private sector enterprises among managers and workers, t-Test was also applied. Table 5 show the significance of difference of managers in public and private sector enterprises. A total subject of 100 managers was taken.

Table 5: Critical Ratio (t-Test) of Public and Private Sector Managers

	Private Sector		Public Sector		t-ratio
	Means	SDs	Means	SDs	
• Downward Communication	138.14	8.12	132.62	9.79	3.07**
• Horizontal Communication	11.54	5.16	100.98	13.77	7.96**
• Influence	17.96	2.58	10.94	2.04	15.08**
• Amenities	13.08	1.68	12.70	1.80	1.09
• Nature of the Job	19.80	3.00	16.94	2.67	5.03**
• Supervisory Behavior	19.56	3.27	16.14	3.86	4.78**
• Overall Job Satisfaction	70.40	5.71	56.72	6.06	11.62**
• Productivity	11406.38	6648.77	6331.88	3194.90	4.86**s

* Level of Significance = 0.05, ** Level of Significance = 0.01

Table 5 clearly indicates that productivity is significantly higher in private sector than in public sector. It also indicates that downward as well as horizontal communication is significantly better in private sector. It also indicates a significant impact of

Influence, Nature of Job and Supervisory Behavior is much more in private sector than in Public sector. The overall Job Satisfaction is also much more significant in Private sector in case of Managers.

Table 6: Critical- Ratio (t-Test) of Public and Private Sector Workers

	<i>Private Sector</i>		<i>Public Sector</i>		<i>t-ratio</i>
	<i>Means</i>	<i>SDs</i>	<i>Means</i>	<i>SDs</i>	
• Upwards Communication	140.63	8.74	132.83	13.15	4.94**
• Influence	19.38	3.71	17.78	5.52	2.40
• Amenities	141.81	1.67	14.51	1.91	1.18
• Nature of the Job	19.28	3.38	15.76	4.08	6.65**
• Supervisory Behavior	17.51	3.12	15.72	3.78	3.65**
• Overall Job Satisfaction	70.98	5.77	63.77	9.98	6.30**
• Productivity	11366.83	6630.26	6330.44	3177.76	6.85**

* Level of Significance = 0.05, ** Level of Significance = 0.01

Table 6 clearly indicates that productivity is significantly higher in private sector than in public sector. It also indicates that upward communication is significantly better in private sector. It also indicates a significant impact of Influence, Nature of Job and Supervisory Behavior is much more in private sector than in Public sector. The overall Job Satisfaction is also much more significant in Private sector.

To summate the findings of correlation analysis, we can interpret, the factors of communication (downward communication in case of managers and upward communication in case of workers) and Job Satisfaction have emerged as an important factors which have a significant relationship with productivity.

Also in case of t-test of managers, the SDs and Mean value of downward communication, horizontal communication, Job Satisfaction and productivity is higher in private sector. In case of workers, SDs and mean values of upward communication and Job Satisfaction is also higher in private sector.

Thus, in brief our results confirm our hypothesis that the level of communication and Job Satisfaction along with productivity is high in private sector than in public sector in case of managers as well as workers.

The major finding of the present study is that the flow of communication in private sector is three way whereas in public sector it is one directional that is downward (in managers) and upward (in workers). Moreover, the channel of communication in public sector is so long that final message that workers receives is in a distorted form which leads to ambiguity and low output in public sector. Whereas, in private sector

downward and horizontal communication in managers and upward communication in workers are properly taken care off and are actually responsible for higher productivity. This also reflects that in private sector complete communication circle exists which help in clear understanding of task and goals to be performed by the managers as well as workers. Lesser ambiguity or gaps of communication exists in private sector. Communication in private sector organizations reported to be natural, spontaneous, open, informal, reliable and lateral. Top level bosses are accessible to junior staff any time in an informal or formal manner. However, in public sector, communication was found to be quite formal and unilateral. Rumors seemed to play an important role. People are suspicious of each other in dealing work and skeptical of other motives which in turn resulted in poor listening practices among the staff. The results of the present study are in line with the findings of a study of Sexana (2000) which states that in well performing organizations, communication is open, clear, spontaneous and lateral in comparison to sick organizations where rumors and haphazard communication exists. Moreover, in well performing units the working environment and job satisfaction is better and more.

A study of Sexana (2000) which states that in well performing organizations, communication is open, clear, spontaneous and lateral in comparison to sick organizations where rumors and haphazard communication exists. Moreover, in well performing units the working environment and job satisfaction is better and more.

Thus, the present study has shown communication as one of the most significant and potent factors as far as productivity is concerned in public and private sector enterprises. Also the study shows a significant level of relationship between Job Satisfaction, Communication

and Productivity. No doubt more research is required in this field, as this study is probably first in its kind which has studied communication (downward and horizontal in managers and upward in workers) directly for the first time along with productivity.

References

1. A Guide to Productivity Measurements in Public Agency (1992): *Special Report, Productivity*, 33 (1), 94-99.
2. Bhandiwal.V.S.(1998), *Human Side of Re-engineering*, Journal of Industrial Relation, 34 (2). 223-235.
3. Devis, K (1972), *Human Behaviour at Work. (4th Edition)*, McGraw Hill, New York.
4. Friedman, H. S., Prince, L. M., Riggio, R. E., and DiMatteo, M. R. (1980), *Understanding and Assessing Nonverbal Expressiveness: The Affective Communication Test*, Journal of Personality and Social Psychology, 39.
5. Hoppock, R. (1935), *Job Satisfaction*, New York: Harper & Brothers Publishers.
6. Howard, J. L. and Frick, D. D. (1996). *The effects of organizational restructure on employee satisfaction. Group and Organizational Management*, 21(3), 278-303.
7. Joshi, Rama J ; Sharma, Baldev R. (1997), *Determinant of Managerial Job Satisfaction in a Private Organization*, Indian Journal of Industrial Relation, 33(1), 101-110.
8. Locke, E. A. (1976). *The Nature and Causes of Job Satisfaction: In M. D. Dunnette (Ed.)*, Handbook of Industrial and Organizational Psychology. Chicago, IL: Rand McNally.
9. McCromick Earnest J and Joseph Tiffin, *Industrial Psychology, 6th Edition*, Prentice Hall International. Eaglewood Cliffs, 375-410.
10. O'Reily Charles A III and Roberts, K.H. (1976), *Relationship among Component of Credibility and Communication Behaviour in Work unit.*, Journal of Applied Psychology. 99pp
11. Reddy, C.T. and Gayathri,S. (2000)., *Organizational Climate and Dual Commitmtnt in Public and Private Sector Enterprises.* Indian Journal of Industrial Relation, 36(1), 53-65.
12. Saxena, Indu (1999), *Corporate Culture and Organizational Performance: A comparative Study of Manufacturing Organizations*, Management Review, 2000, 51-62.
13. Singh, M. and Pestonjee, D.M (1990), *Job Involvement, Sense of Participation and Job Satisfaction: A study in Banking Industry*, Indian Journal of Industrial Relation, 26, 159-165.
14. Scott, K. D. and G. S. Taylor (1985), *An Examination of Conflicting Findings on the Relationship between Job Satisfaction and Absenteeism: A Meta-Analysis*, Academy of Management Journal 28(3): 599-612.