

A Comparative Study of the Impact of Internal Corporate Communication on Job Satisfaction among Public and Private Telecom Sector Employees



Ajai Kumar Jain

Senior Assistant Professor,
Deptt. of Management,
IMS, Devi Ahilya Vishvavidyalaya,
Indore, M.P.



Devika Trehan

Assistant Professor
Deptt. of Business Communication
Jaipuria Institute of Management
Indore, M.P.

Abstract

Present comparative primary research study aimed to measure the impact of internal communication corporate satisfaction on job satisfaction among the employees (605) of public and private telecom sector organizations located in Indore, India. Random convenience sampling was used to collect data through a questionnaire. Four hypotheses were tested using independent sample t-test and linear regression after validation of data. *Organizational integration and organizational perspective* were concluded to be the most important dimensions influencing the job satisfaction among the employees of both sectors. So, the present study signals a shift from the previous regular results.

Keywords: Internal corporate communication (ICC) satisfaction, Employees, Job satisfaction

Introduction

Corporate communication is the latest term used for communication or messages emanating from an organization to its key public. Corporate communication has two main roles. First, it facilitates the day to day interactions within an organization and is called as internal corporate communication and secondly it helps in creating, maintaining and enhancing the image of an organization by conducting an effective dialogue with the external public called as external corporate communication. Internal corporate communication has only been considered in this study as it is essential for job satisfaction for various reasons.

Objective of the Study

1. To examine the levels of satisfaction with ICC.
2. How the level of satisfaction with ICC may impact employee job satisfaction.
3. Which ICC dimensions are crucial for creating an alignment with the goals of the top management?
4. Have the dimensions identified in the previously conducted study hold true or are there any new dimensions that have become important however, the organizations seem oblivious to the new development.

Review of Literature

According to Fletcher, "internal communication is as crucial as leadership and employee related issues (Fletcher 1999)". Internal Corporate Communication (ICC) satisfaction has been recognized as a global communication dimension which is influenced by different variables (Keytone, 1991). For getting the holistic picture both the direction (information flow) and perception (employees' perceptions and attitudes) aspects of ICC have to be assessed (Pincus, 1986; Gray & Laidlaw, 2002). Communication Satisfaction Questionnaire, the most frequently used instrument to map communication satisfaction is a multidimensional construct consisting of personal feedback, organizational integration, organizational perspective, supervisory communication, subordinate communication, communication climate, horizontal communication and media quality. The ninth dimension in this model was contributed by Pincus and also validated by Clampitt and Downs (Pincus, 1984; Clampitt and Downs, 1990). The dimensions of internal corporate communication

satisfaction are defined as: "Personal feedback information concerning how workers are being judged and how their performance is being appraised" (Downs & Hazens, 1977). *Organizational integration is a dimension of ICC satisfaction which focuses on the extent to which employees receive information about their immediate work environment (Downs & Hazens 1977).* Horizontal communication measures the degree to which horizontal and informal communication is accurate and free flowing (Downs & Hazen 1977). Subordinate communication concerns with the openness of individuals to downward communication and their receptiveness and potentiality to send information upward (Downs & Hazen 1977). *Organizational perspective provides the information about the organisation as a whole which includes notifications about changes, overall policies, and goals of the organisation (Downs & Hazen 1977).* "Supervisory communication encompasses both the upward and downward aspects of communicating with supervisors" (Downs & Hazen 1977). "Media quality is related with the extent to which meetings are well organized and written directives are short and clear" (Downs & Hazen 1977). Communication climate discusses the extent to which communication in an organization motivates and stimulates workers to meet organizational goals (Downs & Hazen 1977). "Top management communication is the extent to which informal communication is accurate and free flowing, with the top management" (Pincus, 1986).

Job satisfaction can be defined as "the degree to which people like their jobs" (Spector 1997). A holistic picture of the job satisfaction level can be seen when the variable is assessed from the need fulfillment and the cognitive perspectives (Spector 1997). Communication is perceived as a dominant variable that impacts productivity, satisfaction, labour-management relations, and profit (Likert, 1967). A study conducted on 510 employees belonging to various industries found a strong correlation between ICC satisfaction and jobsatisfaction giving a model consisting of eight dimensions for assessing satisfaction with internal corporate communication (Downs & Hazen, 1977). A study conducted of 695 employees of a large public utility firm revealed that satisfaction with downward communication and upward communication are strongly related with job satisfaction and also downward communication was found to be a strong predictor of job satisfaction, whereas lateral communication was found to be negatively correlated with job satisfaction (Muchinsky, 1977; Goris et al., 2000). In a study of hospital staff (327 nurses) supervisory communication, personal feedback, communication climate, and top management communication revealed a significant relation with job satisfaction (Pincus, 1986). In another study supervisory communication had a strong impact on job satisfaction (Ehlers, 2003). Quality of information was found to have a major impact on job satisfaction (Frone and Major, 1988). In another research higher the participative decision making by employees of the healthcare industry revealed a

stronger impact on their levels of job satisfaction (Miller et al., 1990).

Accuracy of information, desire for interaction, communication load, and satisfaction with communication were found to be significant predictors of job satisfaction (Zimmermann et al., 1996). The effect of a superior's communication on job satisfaction was considerably greater for supervisors than for hourly employees (Miles et al., 1996). Upon examination of the effect of ICC on the association between job performance and job satisfaction, results revealed that ICC has strong support as a predictor of job satisfaction (Pettit et al., 1997). Supervisors' mentoring behaviour was significantly related with subordinates' communication and job satisfaction (Madlock and Kennedy, 2010). Bi-directional communication between a supervisor, top management and the employee force was found to increase the contentment levels of the workforce impacting their job satisfaction (Proctor, 2014).

Based on the literature review the following hypotheses can be formulated:

H1₀

There is no significant difference in the levels of internal corporate communication satisfaction in public and private sector telecom organizations.

H2₀

There is no significant difference in the level of job satisfaction in public and private sector telecom organizations.

H3₀

There is no significant difference in the impact of overall internal corporate communication on job satisfaction in public and private telecom sector organization.

H4₀

There is no significant difference in the impact of individual dimensions of internal corporate communication on job satisfaction in public and private telecom sector organization.

Research Methodology

The research study was primary data based study and the questionnaire was developed using a descriptive survey design. Random convenience sampling method was used to collect data from employees of leading telecom sector organizations of Indore.

Statistical Tools

Descriptive analysis, independent sample t-test and linear regression were performed to answer the research questions.

Sample Size

605 employees were drawn from both public and private sector telecom sector organizations. The sample consisted of 523 (86%) male and 82 (14%) female respondents. Majority of the respondents' were in the 26-35 years age bracket (323; 53%). Maximum respondents had a basic graduation degree (365; 60%) with majority population in the lower management level (326; 54%) and most of the employees were having a minimum tenure between upto 5 years for private sector (158; 52%) and 6 to 10 years (147; 49%) for public sector firms.

Periodic Research

Measurement

The link between these two dimensions were investigated using the Communication Satisfaction Questionnaire (Downs and Hazen, 1977) with a Cronbach alpha coefficient of 0.95 and job satisfaction using Job Diagnostic Survey (Hackman and Oldham, 1975) with a Cronbach alpha coefficient of ranging from 0.88 growth opportunities to 0.60 for social satisfaction.

Table 1: Cronbach JDS

Reliability Statistics	
Cronbach's Alpha	N of Items
.604	11

Table 2: Cronbach CSQ

Reliability Statistics	
Cronbach's Alpha	N of Items
.959	74

Results and Findings

Table 3: Job Satisfaction levels P/P Sector

Items	T.Org	N	Mean	SD
Satisfaction with line manager.	Private	304	4.27	.904
	Public	301	4.27	.848
Talents and skills are used.	Private	304	4.05	.876
	Public	301	4.16	.911
General work satisfaction	Private	304	3.82	1.000
	Public	301	4.16	4.722
Recognition	Private	304	3.64	1.046
	Public	301	3.76	1.121
Feel good about working at this co.	Private	304	3.74	.954
	Public	301	3.72	1.017
Satisfied with team.	Private	304	3.63	1.009
	Public	301	3.70	.995
Job security	Private	304	3.08	1.273
	Public	301	4.43	.503
Management Concern	Private	304	3.79	.995
	Public	301	3.97	.974
Physical health	Private	304	4.03	.170
	Public	301	3.90	.735
Growth opportunities	Private	304	4.03	.170
	Public	301	3.90	.735
Pay	Private	304	4.03	.170
	Public	301	4.12	.331

Table 4: ICC Satisfaction Levels Pub/Prv Sector

Items	T.Org	N	Mean	SD
SC	Private	304	3.8103	.63588
	Public	301	3.9264	.61861
Sb.C	Private	304	3.5763	.82244
	Public	301	3.7256	.79836
CC	Private	304	3.5673	.65621
	Public	301	3.6416	.63052
OI	Private	304	3.7512	.68000
	Public	301	3.7787	.75798
MQ	Private	304	3.5258	.67471
	Public	301	3.5775	.76394
HC	Private	304	3.4297	.55284
	Public	301	3.3239	.54947
OP	Private	304	3.7822	.85230
	Public	301	3.7920	.87693

PF	Private	304	3.6224	.72396
	Public	301	3.6804	.71818
TMC	Private	304	3.5036	.54744
	Public	301	3.4093	.55327

H1₀

There is no significant difference in the levels of internal corporate communication satisfaction in public and private sector telecom organizations.

The null Hypothesis stands accepted as the analysis also reveals no statistical significant difference in the overall satisfaction levels with internal corporate communication in public and private sector telecom organizations. The analysis reveals that in the public sector telecom organizations higher levels of satisfaction was found with supervisory communication, organizational perspective, organizational integration and subordinate communication. In the private sector telecom organizations higher levels of satisfaction were found with supervisory communication, organizational perspective, organizational integration and personal feedback. In the various ICC dimensions the public sector telecom employees reported higher levels of satisfaction with an exception of horizontal communication which shows a higher level of satisfaction amongst the private sector employees.

H2₀

There is no significant difference in the level of job satisfaction in public and private sector telecom organizations.

The null Hypothesis is not accepted as the employees of public sector telecom organization reported higher levels of job satisfaction levels as compared to the employees of private sector telecom organization. In public sector higher levels of satisfaction was seen with sub variables of job security, satisfaction with line manager, utilization of skills and talents, general satisfaction with work, and lastly satisfaction with pay. In private sector higher levels of satisfaction was seen with sub variables of satisfaction with line manager, utilization of skills and talents, work is good for health, growth and development opportunities.

H3₀

There is no significant difference in the impact of overall internal corporate communication on job satisfaction in public and private telecom sector organization.

The null hypothesis is not accepted as the private sector telecom organizations reported a stronger impact of ICC on job satisfaction. The results of the regression analysis indicate that there is a significant impact of overall ICC on job satisfaction in public sector telecom organizations at $F= 114.357$; $p = .000$, and also in the private sector at $F= 299.786$; $p = .000$.

H4₀

There is no significant difference in the impact of individual dimensions of internal corporate communication on job satisfaction in public and private telecom sector organization.

Table 4: Impact of ICC Dimensions on Job Satisfaction in Public and Private Telecom Organizations

Sr. No.	Dimensions	Public Sector	Private Sector
1.	Supervisory communication	F=120.474; p =.000	F=500.634; p =.000
2.	Subordinate communication	F= 34.853; p =.000	F=72.404; p =.000
3.	Communication climate	F=76.075; p =.000	F=118.866; p =.000
4.	Organizational integration	F=98.489; p =.000	F=221.841; p =.000
5.	Media quality	F=34.103; p =.000	F=42.423; p =.000
6.	Horizontal communication	F=32.345; p =.000	F=62.489; p =.000
7.	Organizational perspective	F=85.471; p =.000	F=268.831; p =.000
8.	Personal feedback	F=10.530; p =.001	F=40.650; p =.000
9.	Top management communication	F=41.828; p =.000	F=103.792; p =.000

The null Hypothesis is not accepted as there is a significant difference in the impact of individual dimensions of ICC on job satisfaction in public and private sector telecom organizations. Supervisory communication, organizational integration, organizational perspective and communication climate have significantly higher impact on job satisfaction as compared to other ICC dimensions. In private sector also supervisory communication, organizational perspective organizational integration, and communication climate have significantly higher impact on job satisfaction as compared to other ICC dimensions.

Discussion

The findings of the study agree with the reported findings by Kio who reported similar results for ICC satisfaction among public and private sector organizations (Kio, 1979). Findings were consistent with studies that highlighted a strong relationship between ICC dimensions and job satisfaction (Downs & Hazen 1977; Thirty, 1977; Kio, 1979; Nicholson 1980; Pincus, 1986; Miller et al., 1990; Zimmermann et al., 1996; Pettit et al., 1997). Supervisory communication has a significant impact on job satisfaction levels of the employees (Jablin, 1979; Synder and Morris, 1984; Pincus, 1986; Whitener et al., 1998; Sheil, 2003; Ehlers, 2003; Madlock and Kennedy, 2010; Wallace et al., 2013; Shipton et al., 2015; Lam et al., 2015). Organizational integration has a significant impact on job satisfaction (Baker et al., 2014) Organizational perspective was found to have a significant impact on job satisfaction (Jeavons, 1994). The findings were also in line with the studies by scholars who found communication climate also to have a significant impact on job satisfaction (Follert, 1980; Niehoff, et al., 1990; Shamian et al., 2001; Huff & Kelley, 2003; Apker, et al., 2003; Chan, 2005).

Conclusion

1. The findings reveal that organizations now are ensuring that their workforce is satisfied and

understood the importance of communication in enhancing the levels of job satisfaction.

2. Another important take away from the study is that there is majorly no difference in the levels of job satisfaction amongst employees' public sector and private sector telecom organizations. However, substantially higher levels are reported in private telecom sector organizations for ICC satisfaction as compared to public sector telecom organization.
3. *Previous researches emphasize the importance of personal feedback, supervisory communication, communication climate as highly crucial for enhancing job satisfaction but in present study. Organizational integration and organizational perspective have come out to be the two very important differentiating dimensions influencing the job satisfaction both in public and private sector telecom organizations*

Limitations

1. A bigger sample would have been more fitting for aggregating the results of the study.
2. The social and ethnic diversity of the area might also affect the study.

Recommendations and Further Scope

1. The organizations should focus on sharing information with employees about their immediate work environment and listening to employee voice by providing them more opportunities to participate in the system this shall enhance their levels of job satisfaction.
2. The public sector telecom organization needs to focus on enhancing the levels of satisfaction with ICC as it is termed as the "life blood" of an organization which helps directly and indirectly enhancing employee outcomes. Need to focus on building open and honest formal ICC channels and network to disseminate information to the key stakeholders continuously and consistently.
3. The ICC departments of public and private sector firms can utilize this study in creating different ICC programs with reference to the findings of the study.
4. In further scope the scholars can further build upon the reasons for this shift in information needs of the employees. The changes that need to be incorporated in the ICC programs with this change in information needs and its impact on their satisfaction with the ICC programs, their job satisfaction levels and their commitment and loyalty towards their employing firm.

References

1. Bailey, N. I. (2002), 'The Relationship Between Organizational Climate and Job Satisfaction as Reported by Branch Campus Executive Officers in Multi-Campus College Systems', Unpublished Doctoral Dissertation, University of Florida, UMI Dissertation Service.
2. Baker, T. L., Rapp, A., Meyer, T., & Mullins, R. (2014) The role of brand communications on front line service employee beliefs, behaviours, and performance, *Journal of the Academy of Marketing Science*, Vol. 42, No.6, pp 642-657.

3. Baysinger, S. D. (2004), 'The relationship between participative management and job satisfaction in an insurance industry environment', *Unpublished Doctoral Dissertation*, Nova South-eastern University, UMI Dissertation Service.
4. Bratton, J., Callinan, M., Forshaw, C. & Sawchuk, P., (2007), *Work and Organizational Behaviour*, Palgrave Macmillan. Hampshire
5. Chan, D.S. (2005) *Relationship between generation-responsive leadership behaviours and job satisfaction of generation X and Y professionals*, University of Phoenix, No. 3194291.
6. DeConinck, J., Johnson, J., Busbin, J. & Lockwood, F. (2008) *An Examination of the validity of the Downs and Hazen Communication Satisfaction Questionnaire*, *Marketing Management Journal*, Vol. 18, No.2, pp 145-153.
7. Downs, C. W., & Hazen, M. D. (1977) *A factor analytic study of communication satisfaction*, *The Journal of Business Communication*, Vol. 14, No.3, pp 63-73.
8. Downs, C.W. (1990), *Communication audit questionnaire*, unpublished manuscript, University of Kansas, Lawrence, (as cited in KS. Varona, Federico, (1996), *Relationship between communication satisfaction and organizational commitment in three Guatemalan organizations*, *The Journal of Business Communication*, Vol. 33, pp 111-140.
9. Follert, V. (1980) *Communication climate: a theoretical framework for accessibility*. *Journal of Applied Communication Research*, Vol.8, pp 91-100.
10. Gray, J., & Laidlaw, H. (2002), *Part-time employment and communication satisfaction in an Australian retail organisation*, *Employee Relations*, Vol. 24, No. 2, pp 211-228.
11. Greenbaum, H. H., Clappitt, P., & Willihnganz, S. (1988) *Organizational communication an examination of four instruments*, *Management Communication Quarterly*, Vol. 2, No.2, pp 245-282.
12. Hackman, J. R., & Oldham, G. R. (1975) *Development of the job diagnostic survey*, *Journal of Applied Psychology*, Vol. 60, No.2, pp 159.
13. Higgins, J. M. (2004), 'Responsibilities and Job Satisfaction of Catholic Secondary School Assistant Principals in The Archdioceses of The United States', *Unpublished Doctoral Dissertation*, Saint Louis University, UMI Dissertation Service.
14. Huff, L. and Kelley, L. (2003) *Levels of Organisational trust in individual list versus collectivist societies: A seven nation study*, *Organizational Science*, Vol. 14, No.1, pp 81-90.
15. Jablin, F.M. (1979) *Superior-subordinate communication: The state of the art*. *Psychological Bulletin*, Vol. 86, pp 1201-22.
16. Jeavons, T. H. (1994), *When the bottom line is faithfulness: Management of Christian service organizations*, Indiana University Press. Bloomington
17. Kio, James B. A., (1977), 'A descriptive study of communication satisfaction, needs satisfaction, and need importance index among Nigerian workers', *Unpublished Doctoral Dissertation*, University of Kansas.
18. Keyton, J. (1991) *Evaluating individual group member satisfaction as a situational variable*, *Small Group Research*, Vol. 22, pp 200-220.
19. Laschinger S., Finegan H. K., Finegan J., Shamian J. (2001) *The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment*, *Health Care Management Review*, Vol. 26, No.3, pp 7-23.
20. Frone, M. R., & Major, B. (1988) *Communication quality and job satisfaction among managerial nurses: The moderating influence of job involvement*, *Group & Organization Studies*, Vol. 13, No.3, pp 332-347.
21. Lam, M., O'Donnell, M., & Robertson, D. (2015) *Achieving employee commitment for continuous improvement initiatives*, *International Journal of Operations & Production Management*, Vol. 35, No.2, pp 201-215.
22. Madlock, P. E., & Kennedy-Lightsey, C. (2010) *The effects of supervisors' verbal aggressiveness and mentoring on their subordinates*, *Journal of Business Communication*, Vol. 47, No.1, pp 42-62.
23. Miles, E.W., Patrick, S.L. & King, W.C, Jr. (1996) *Job level as a systematic variable in predicting the relationship between supervisory communication and job satisfaction*, *Journal of Occupational and Organizational Psychology*, Vol. 69, pp 277-292.
24. Miller, K. I., Ellis, B. H., Zook, E. G., & Lyles, J. S. (1990) *An integrated model of communication, stress, and burnout in the workplace*, *Communication research*, Vol. 17, No.3, pp 300-326.
25. Muchinsky, P.M. (1977) *Organizational communication: relationships to organizational climate and job satisfaction*, *Academy of Management Journal*, Vol. 20, No.4, pp 592-607.
26. Niehoff, B. P., Enz, C. A., & Grover, R. A. (1990) *The impact of top-management actions on employee attitudes and perceptions*. *Group & Organization Management*, Vol. 15, No.3, pp 337-352.
27. Pincus, J.D. (1984), 'The impact of communication satisfaction on job satisfaction and job: A field study of hospital nurses', *Unpublished doctoral dissertation*, University of Maryland, College Park.
28. Pincus, J. D. (1986) *Communication satisfaction, job satisfaction, and job performance*. *Human Communication Research*, Vol. 12, No.3, pp 395-419.
29. Pettit, J.D, Jr., Goris, J.R. & Vaught, B.C. (1997) *An examination of organizational communication as a moderator of the relationship between job performance and job satisfaction*, *The Journal of Business Communication*, Vol. 34, No.1, pp 81-98.

30. Proctor, C.R. (2014) *Effective organizational communication affects employee attitude, happiness, and job satisfaction*, Doctoral dissertation, Southern Utah University, Department of Communication
31. Shipton, H., Sanders, K., Atkinson, C., & Frenkel, S. (2015) *Sense-giving in health care: the relationship between the HR roles of line managers and employee commitment*. *Human Resource Management Journal*.
32. Spector, P.E. (1997), *Job Satisfaction: Application, Assessment, Causes, and Consequences*, Sage Publications Ltd. United Kingdom
33. Snyder, R. A., & Morris, J. H. (1984) *Organizational communication and performance*, *Journal of Applied Psychology*, 69, 461–465.
34. Wallace, E., de Chernatony, L., & Buil, I. (2013) *Building bank brands: How leadership behaviour influences employee commitment*, *Journal of Business Research*, Vol. 66, No.2, pp 165-171.
35. Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998) *Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behaviour*. *Academy of management review*, Vol. 23, No.3, pp 513-530.
36. Zimmermann Stephanie, Beverly Davenport Sypher, John W Haas (1996) *A communication metamyth in the workplace: the assumption that more is better*, *The Journal of Business Communication*, Vol. 33, No.2, pp 185-204.