

ENHANCING JOB SATISFACTION THROUGH ORGANIZATIONAL COMMUNICATION

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Abstract

In this paper, we have investigated the link between the organizational communication and job satisfaction. We assumed that a healthy communication determines the motivation of the staff, the increase of the productivity and individual and organizational performances. Our study showed that there is a positive link between the organizational communication and job satisfaction. The employees perceive the communication as a motivating factor when the communication is open and efficient. Thus, the management of the organization must take all steps for an open communication that will encourage the satisfaction and staff productivity.

Key words: job satisfaction, organizational communication, organizational integration

JEL classification: M12, M14

1. Introduction

The organizational communication is a powerful aspect currently investigated within the theory of organizations. We can say without fear of being wrong, that the communication process is the basis of the organization process. Organizations do not exist independent of their members, but they are created and re-created in the acts of communication between members. The organizations usually involve well-differentiated social systems, with formal and informal boundaries and negotiated identities [11]. The organizations are challenged to adapt to an economic pressure by changing the internal structures, processes, as well as their relationship with their markets. This state of continuous change means that the communication processes are also changing, in order to create and to reflect the new structures, processes, and relationships. Organizational communication is called to create the environment for job satisfaction.

2. Literature review

The organizational communication focuses largely on building up relationships, or repeating the interpersonal interactions, with the members of the internal organization and the interested public. Analysing the literature we can identify a number of common features in the variety of definitions of organizational communication [8]:

- the organizational communication takes place in an open complex system that is influenced and which influences the internal and external circumstance;
- involves the messages and their flow, purpose, direction and the media;
- involves people and their attitude, feelings, relationships, and skills.

The organizational communication is the way in which the organization is represented, presented and constitutes their organizational and cultural climate - attitudes, values and objectives that characterize the organization and its members.

Cheney et al. (2011) considers that the organization is communication. When referring to the organization, it involves a network of communication flows and interactions that significantly influence the organization. The communication is related to symbols, messages, networks, interactions directed towards achieving the organizational goals [3].

For organizations to be successful, they must have competent communicators. The study of the organizational communication indicates that the organizations are based on effective communication and effective communication mechanisms for their members. A number of studies effectively identifies the oral and written communication as one of the most sought skills by those who direct the organizations [6].

Deetz (2001) has developed three ways by which the concept of organizational communication can be understood: as a scientific discipline, as a way to describe and explain an organization and as a phenomenon within organizations. From the perspective of characterization of the organizations, the organizational communication explains the ways of functioning of the organizations. Thus there is a substantial overlap between the organizational communication and organization theory. From the perspective of the organizational phenomenon, people communicate by interaction, which leads to the organizations' development [7].

The organizations are looking for people who can follow and give instructions, who can accurately listen, who can provide useful feedback, work well with colleagues and clients, work well in teams, creatively and critically solve problems and present ideas in an easy understandable way. The sensitizers of organizational communication and efficiency are more than just the know-how or knowledge. The effective organizational communication is supposed to know how to create and exchange information, how to work with various groups or individuals, to communicate in complex and changeable circumstances, as well as to have the ability or motivation to communicate in appropriate manners.

The importance of the organizational communication results from:

- meeting tasks related to the roles and responsibilities of the people;
- they acclimate on changes by individual creativity, organization and adaptation;
- solves complex tasks by maintaining policies, procedures and regulations that also supports continuous operations daily;
- helps developing relationships in case the messages are directed to persons of the organization: attitude, moral, satisfaction, and their achievement;
- helps to coordinate, plan and control the operations of the organization by management.

The organizational communication is used to influence the way in which the stakeholders perceive an organization. Their perceptions regarding the formal and informal identities of the organization help to create the organization's image. The organizational communication helps the management helps to trace coordinates of the organization's stakeholders, to interact in a way that is important and relevant to them. The organizational communication is so used, in order to reduce the negative tensions of stakeholders and to develop the relationships with them. By creating positive relationships with stakeholders, the organizations are more likely to achieve their goals whether they are either normative (the acceptance from the community, the social responsibility) or instrumental (profit, sales etc.).

Because the interpersonal relationships are a large part of the organizational communication, a large part of the research has been focused on the way in which interpersonal relationships are developed within organizational hierarchies. Thus, the communication in the superior-subordinate relationships is a focus for many researchers in the organization [10].

Putnam and Cheney (1985) sum up the modern research of the organizational communication by identifying four main areas: the communication channels, the climate communication, the communication network analysis and superior-subordinate communication [10]. Since the 1980s, the field of organizational communication was expanded in order to include the analysis of the organizational culture, the power in organizations, the conflict management and organizational rhetoric. Analysing the organizational communication textbooks, we can detach the frequently analysed themes: the leadership, the conflicts and conflict management, the communication networks, the decision making and problem solving, morality, ethics, or values, communication technology, perspective of human relationships and classical management theory.

Organizational communication is the study of the way in which the organization of social collectivity is influenced by communication. The purpose of the organizational communication is to facilitate the achievement of organizational goals. In this respect we need a communication network within the organization, the adoption of some appropriate communication policies and the implementation of these policies by properly orchestrated communication activities [5].

Thus, D. Constantinescu and co-authors (2011) define the organizational communication as a form of interpersonal communication in small groups or large groups, held in the context of an organization. In other words, the organizational communication is a communication of the organization with the internal and external environment, which may have a formal or informal character [4].

In the process of obtaining the economic performance, the organizational communication is very important. Thus, by choice, the organizational communication must be reflected in the increase of motivation of the employees. It is mainly analysed the managerial communication as part of the organizational communication [2].

The organizational communication can be defined as a process that ensures the transfer of messages to achieve the common and individual objectives of the members of the organization. The mentioned authors consider that the management functions cannot be operationalized by the lack of communication. The communication is essential for the existence and success of the organization, aimed for objectives such as: the staff training, the coordination of structures and resources, communication with external stake holders. Thus it is observed that the authors are in touch with the dominant theory, namely communication in order to achieve specific goals [1].

Job satisfaction is the result of working conditions, as a state of positive emotion resulted following job experiences [9]. Other authors consider job satisfaction an indicator of the employee perception regarding the organizational culture of the organization [12]. Measuring job satisfaction can be realized with multi-item indices or single-item indice. For our study we choosed a single-item variable.

3. Research methodology

The research objective is to investigate the links between communication and job satisfaction. I developed a questionnaire which was completed on a number of $N = 218$ employees of a large public organization - Ministry of Foreign Affairs (MFA). In order to analyse the communication framework, I have used the methodology proposed by Downs and Hazen (1977). The questionnaire of the organizational communication was proposed by the two authors, in order to investigate the link between organizational communication and job satisfaction. The initial questionnaire comprises a number of 40 items grouped into 8 variables. For purposes of our research, we kept 16 items grouped into 4 variables (four items for each variable). The 16 items are Likert-type scale, ranking from total disagreement (1) to total agreement (7). The 4 dimensions of organizational communication investigated are: organizational integration, personal feed-back, organizational perspective and the relationship with superiors. In order to measure the satisfaction for the work, I addressed the question: "How satisfied are you with your job?", asking the respondents to express their opinion on a scale from very dissatisfied (1) to very satisfied (7).

4. Results and discussions

The employees' satisfaction is a central element of the organization's success. Happy employees are more productive, efficient, motivated and involved. We can consider the employees' satisfaction as an approximate quality of the performance of the organization.

The score on the question regarding the employees' satisfaction was 5.37. This result is somehow surprising because, from the outside, a job within the Ministry of Foreign Affairs is seen with admiration. There is no significant gender difference in the level of satisfaction with the job.

I found a significant statistic difference related to the job satisfaction by the age of the staff, as evidenced by ANOVA test ($F(4,213) = 3.253, p = .013$). The turkey post-hoc test revealed that the statistically significant differences are between the score obtained by those aged between 21 and 30 ($m = 5.00$) and those aged between 41 and 50 ($m = 5.75$). This is probably due to the fact that the pay is lower and the accommodation to the job requirements are more difficult when starting the career. In addition, those who start their career, frequently report the job to other career opportunities.

Organizational integration

The organizational integration refers to information that an employee receives regarding his tasks, remuneration policy and other benefits and other information about the objectives of the department in which he works. This information helps the employees to perceive the fact that they were integrated into the collective.

The exploratory factor analysis confirms that the four items used to characterize this variable are strongly correlated. The internal consistency analysis shows that the four considered items measure the same feature (Cronbach's Alpha = .776).

Table 1. Descriptive analysis organizational integration

Crt. No.	Statement	Average	Standard deviation
1.	Information on the progress in my career	5.22	1.33808
2.	Information about the policies and objectives of the department where I work	5.11	1.54705
3.	Information about the job requirements	5.27	1.55843
4.	Information about salary and other benefits	5.18	1.58137

Cronbach's Alpha = .776

The best result was obtained by the statement *Information on job requirements* (5.27). The employees are satisfied with the information necessary to successfully complete their tasks. On the next place was rated the statement *Information on the progress of my career* (5.22). We appreciate that, in the view of employees, there is a well-defined career plan within the institution. The employees believe that the *Information about salary and other benefits* (5.18) and the *Information about the department objectives* are sufficient (5.11). The total average for the organizational integration was 5.19.

Personal feedback

The size of personal feedback contains questions about the employees' perception of the way in which the superiors inform them, they understand their problems or if the criteria for evaluating the staff are clear and objective.

Personal feedback is important for employees as they need to be understood by their superiors to work at optimum efficiency. The perception of the feedback received from the superiors was measured by four items (Table 2).

Table 2. Descriptive analysis personal feedback

Crt. No.	Statement	Average	Standard deviation
1.	The acknowledgement of my merits	4.94	1.32022
2.	Information on how the assessment is performed	4.85	1.38888
3.	Information on how to resolve my requirements	4.95	1.36030
4.	The extent to which the superiors understand my problems	4.76	1.57905

Cronbach's Alpha = .787

The composite average for the size of personal feedback is 4.88. The internal consistency is within the standard limits (.787) and the four items are interrelated. The staff is particularly pleased on how the requirements are solved (4.95) and the merits are acknowledgement by superiors (4.94). A less good result was obtained by the statements *Information on how to perform the assessment* (4.85) and *The extent to which the superiors understand my problems* (4.76).

The organizational perspective

The organizational perspective refers to the information that the employees receive on the objectives and organizational performance. The employees are more motivated and more involved if they feel they are consulted on strategic aspects of the organization. They want to know the extent in which the changes in the environment can affect the organization and hence their careers. The results obtained by the items characterizing the organizational perspective are detailed in Table 3.

Table 3. Descriptive analysis organizational perspective

Crt. No.	Statement	Average	Standard deviation
1.	Information on the policies and objectives of the organization	5.00	1.38455
2.	Information regarding the changes in the organization	4.82	1.50578
3.	Information about the organization's budget	3.84	1.40113
4.	Information about successes / failures of the organization	4.44	1.39774

Cronbach's Alpha = .830

The variable of the *organizational perspective* enjoys the internal consistency (Cronbach's alpha = .830). The item which obtained the best score is *The information on the policies and objectives of the organization* (5.00). The perception of the employees is that they receive sufficient information on the strategy and objectives of the organization. *The information about the changes in the organization* (4.82) are less available. Also, the employees believe that they do not receive *information about the successes / failures of the organization* (4.44) and *the information about the organization's budget* (3.84). Although they are pleased about the initial information about the organization's strategy, they are less satisfied with the fact that the management does not keep them informed about the developments on strategy and assessments in the process. The employees believe that the information about the evolution of the organization are important and they charged this. The composite average for the organizational perspective is 4.53.

The relationship with superiors

The relationship with superiors refers to the hierarchical communication components. The items that make up this dimension measure the opening of the superiors on subordinates and their ability to listen. The employees need to know that the managers trust them and therefore this dimension is investigated. Effective organizational communication cannot occur without trust from superiors. The managers, by the authority vested, are called to create the conditions for an operational communication and pointing toward achieving goals. The results are in Table 4.

Table 4. Descriptive analysis: the relationship with superiors

Crt. No.	Statement	Average	Standard deviation
1.	The extent to which my hierarchical superior listens to me when I have a problem	4.90	1.46508
2.	The extent to which my hierarchical superior helps me solve problems	4.77	1.33118
3.	The extent to which my hierarchical superior trusts in me	5.11	1.24685
4.	The extent to which the superior is open to my ideas	4.39	1.37432

Cronbach's Alpha = .773

The size of the organizational communication *the relationship with superiors* enjoys a good internal consistency (Cronbach's alpha = .773). *The extent to which my hierarchical superior trusts me* (5.11) achieved the best result. Undoubtedly, the employees consider that they enjoy the appreciation and the trust of the direct manager. This is very important for personal motivation and efficiency and labour productivity. Confidence from the superior gives the psychic support that the employee needs in order to be able to perform. The item *The extent to which my hierarchical superior listens to me when I have a problem* achieved a score of 4.90. The employees need to discuss personal or service issues with the managers, and the latter must create a climate that encourages employees to openly communicate with their superiors. Hiding problems is an important shortcoming of the communication process that may result in unrealized tasks or incorrectly achieved, the accumulated tensions that can erupt affecting the beneficiaries of consular services. The score for the item *The extent to which my hierarchical supervisor helps me solve problems* is 4.77. This shows that, although the superiors are good listeners when it comes to solving a problem, the things are more nuanced. The explanation that we find is, whether the superiors do not do their best to solve the problems of the employees and they do it only declarative or, the employees personally perceive that the involvement of the managers is not enough. Faced with a problem, the tension of the employees increases and they can perceive the problem to a higher intensity. The item *The extent to which the superior is open to my ideas* obtained the lowest result (4.39).

After we conducted our communication audit within MFA, we calculated a composite scale for each size of the organizational communication, following to correlate the communication dimensions with the job satisfaction (Figure 1).

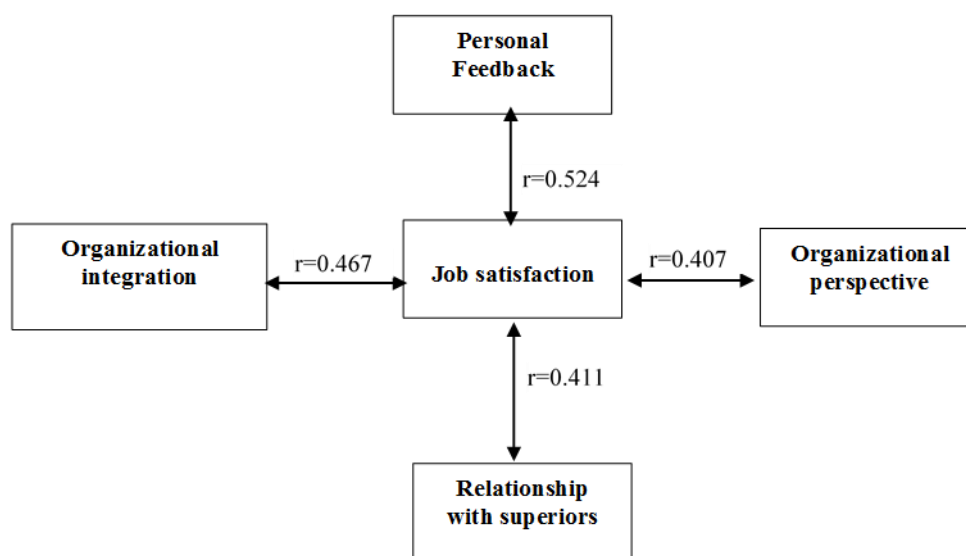


Figure 1. The correlation of job satisfaction with dimensions of organizational communication

It appears that there is a positive correlation, statistically significant between the organizational communication and job satisfaction. The strongest relationship of interdependence exists between personal feedback and job satisfaction ($r = 0.524$, $p < 0.05$), followed by the correlation between the organizational integration and job satisfaction ($r = 0.467$, $p < 0.05$), the correlation between relationship with superiors and job satisfaction ($r = 0.411$, $p < 0.05$) and the correlation between organizational perspective and job satisfaction ($r = 0.411$, $p < 0.05$). There are several factors which determine the job satisfaction and the organizational communication is one of them. To a good organizational communication contributes the extent to which the employees receive feedback for their work. Providing regular feedback, fair and without bias, helps eliminate stress that can be accumulated in an organization. The employees must have the awareness that the managers carry out regular assessments in a fair manner and the results of the assessments are communicated in a transparent manner in practice. The employees need encouragement especially in the situation when they have personal or professional problems. The link between job satisfaction and organizational integration is manifested by the affiliation of the employee to the organization. If the links between the person and the organization are stronger, the employee's work output will be higher. Employees need to know the requirements of the employer, both now and in the future, and to be presented with a coherent career plan so they can decide being informed. When the career plan coincides with the aspirations and ideals of the employee, this will frantically involve with enthusiasm in the organization activity. Related to the organizational integration, the organizational perspective communication, the results obtained by the organization provide the framework within the employee may be better informed. The modern organizations understand that they cannot hide this information, or limit the access to them. The organizational perspective communication is a good way for employees to have a large view, the so called big picture on the

organization. Focused on the individual tasks, the staff have the opportunity to observe the way in which the activity is intertwined with all of the others, and thus contribute to achieving the organization's objectives.

5. Conclusions

Our study identified a positive relationship between job satisfaction and organizational communication. Further investigations are necessary to determine the causal link between the two variables. The job satisfaction leads to positive synergies with other variables of the organizational performances. Thus, we consider that the job satisfaction is translated into higher productivity and increased economic performance of the organization. In these circumstances, the organization's interest is to increase job satisfaction of the employees. The organizational communication can lead to increased job satisfaction through open communication about the organizational perspective, organizational integration, personal feedback and relationship with the superiors. Understanding the organizational communication as an element facilitating the job satisfaction, the organizations have the ability to create a climate of open and transparent communication as a motivating factor for the staff.

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