

A Comparative Study of
Communication Satisfaction in
Two Guatemalan Companies

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BY F. VARONA

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Abstract

It is rather well established that communication is essential to an organization. Since communication is a vital element, there is a need for communication analysis in any organization. The relationship between communication and satisfaction in the organizational context have received considerable attention in the research done in the United States. Some studies have also been done in Nigeria, Germany and Mexico. However, no research of this type has been reported regarding the Guatemalan organizational context. Therefore, this study focuses on communication satisfaction, the relationship between communication satisfaction and job satisfaction, and communication satisfaction and perceived productivity in two Guatemalan companies: Litografía Zadik, S.A. and Litografía Mayaprin, S.A.

The following research questions were formulated for the purpose of this study. 1) What are the relationships between each of the eight dimensions of the Communication Satisfaction Questionnaire and the participants' levels of job satisfaction in Litografía Zadik and Litografía

Mayaprin? 2) What are the relationships between each of the eight dimensions of the Communication Satisfaction Questionnaire and the participants' levels of perceived productivity in Litografía Zadik and Litografía Mayaprin? 3) How do the departments within the two Guatemalan organizations (Litografías Zadik and Mayaprin) compare on the eight communication satisfaction factors, overall job satisfaction, and overall level of perceived productivity? 4) What impact does work tenure in Litografías Zadik and Mayaprin have on the eight communication satisfaction factors and overall job satisfaction and perceived productivity? 5) What are the differences and similarities in responses between job satisfied and dissatisfied participants in Litografías Zadik and Mayaprin for the eight communication satisfaction factors, and perceived productivity? 6) What are the differences and similarities in responses between supervisors and nonsupervisors for the eight communication satisfaction factors, job satisfaction, and perceived productivity. 7) How do the responses between Litografías Zadik and Mayaprin compare with peer organizations of the United States for the eight dimensions of the Communication Satisfaction Questionnaire?

The instrument used for collecting the data was the "Communication Satisfaction Questionnaire" developed by Cal W. Down and Michael D. Hazen. This instrument was

administered to 223 employees of Litografía Zadik and 51 employees of Litografía Mayaprin.

The data collected from the two companies were analyzed, utilizing the Statistical Package for the Social Sciences (SPSSX), to perform the following statistical procedures. First, descriptive statistics were conducted to get frequency distributions, means, and rank order of all items and eight factors. Second, correlation was made to determine the relationship between the eight communication satisfaction factors and jobs satisfaction within each company and the eight communication satisfaction factors and perceived productivity. Third, One-way Analysis of Variance (ANOVA) were used to compare: 1) Litografía Zadik vs. Litografía Mayaprin, 2) Departments. 3) Employees varying lengths of Tenure. 4) Productive vs. nonproductive employees. 5) Satisfied vs. dissatisfied employees. 6) Supervisors vs. nonsupervisors. Fourth, the Communication Satisfaction Factors of six American companies were compared with the two Guatemalan companies. Fifth, content analysis procedures were used to examine the responses to the two open-ended questions of the questionnaire.

Twelve major conclusions were derived from this research: 1) Employees in both Guatemalan companies are satisfied with the communication practices in their organizations, although certain communication factors were

perceived as having greater levels of satisfaction for the employees than others. 2) The two companies are significantly different in their levels of satisfaction on the communication factors. Mayaprin employees are much more satisfied than Zadik employees with their communication practices. 3) Employees in both Guatemalan companies are satisfied with their jobs and perceive themselves as productive. 4) Communication satisfaction appears to have a strong correlation with job satisfaction in both Guatemalan companies. 5) Communication Satisfaction factors appears to have some significant relationship with perceived productivity. 6) The differences between supervisors and nonsupervisors on satisfaction with the communication practices were very different in the two companies. 7) On the basis of this research no clear cut conclusions can be made about the relationship between communication factors and tenure. 8) Employees in both Guatemalan companies who are satisfied with their jobs are also more satisfied with the communication satisfaction factors than are employees who are dissatisfied with their jobs. 9) Sales department employees in both Guatemalan companies are more satisfied than employees from other departments with the communication practices in the organization. 10) Employees in both Guatemalan companies that perceived themselves as productive are more satisfied than nonproductive with all of the communica-

tion factors. 11) Guatemalan and American employees have similar satisfaction levels with the communication practices in their organizations. Nevertheless, cultural differences may influence the satisfaction intensity. 12) The communication Satisfaction Questionnaire has proved to be a useful tool for diagnosis in the two Guatemalan organizations as it has been in a wide range of organizations in the U.S.A., Nigeria, Germany and Mexico.

TO:

Lucía, Ana and Mario

...with all my love.

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Only those who have experienced the difficulties of studying in a foreign country, where language and life-style are different, can understand the struggles, frustrations, the fear of failure, and the anger when things go wrong. Nevertheless I do not regret any of these feelings, because the academic and cultural learning experience I was able to achieved were worthwhile.

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CHAPTER ONE

INTRODUCTION

IMPORTANCE OF COMMUNICATION IN ORGANIZATIONS

It is rather well established that communication is essential to an organization. Goldhaber (1986,9) reports, based on information gathered from both management and communication consultants, that more than ten percent of United States business enterprises fail every year primarily because of bad management and ineffective employee communication. Managers are constantly frustrated by projects that fail because people in their organizations lack, misunderstand, or misinterpret information. Arnold and Feldman (1986,154) suggest that effective communication is critical to an organization's success. All important management functions depend upon effective communication among managers and subordinates. Managers need the ability to communicate effectively in order to motivate employees, conduct effective performance appraisals, and make important business decisions. It is often said that superior-subordinate relationships are at the heart of effective management.

The importance of communication in the functioning of organizations stems from the very nature of what is an organization. According to Arnold and Feldman (1986,4-5)

three factors characterize all types of organizations:

- 1) Organizations are composed of individuals or groups.
- 2) Organizations are oriented toward the achievement of goals. And 3) Organizations employ specialization and coordination in order to accomplish their goals. A fourth factor must be added to these three, organizations operate within external and internal environments. It is obvious that these organizational factors can not operate without communication. The ubiquitous nature and importance of communication in organizations have been pointed out by various theorists many years ago. Barnard (1938,90) refers to communication as the "nerve system" of the organization. To Bavelas and Barrett (1951,368) communication "is the essence of organized activity and is the basic process out of which all other functions are derived." Finally, Rogers and Rogers (1976,7) state:

Communication is a thread that holds the various interdependent parts of an organization together. The functions of planning, coordinating, and control are very important processes. If communication were somehow removed from industry (an organization), it would collapse instantly. When communication stops, organized activity ceases to exist. Individual uncoordinated activity returns.

Organizational communication has been studied from different perspectives with relative success in producing a theoretical model that can help us to have a better understanding of its nature and functions. Goldhaber (1986,17) asserts that approaches, definitions and per-

ceptions of organizational communication are legion. In an attempt to summarize such a variety of viewpoints, he has detected these perceptions: 1) Organizational communication takes place within external and internal environments which constitute a complex open system. 2) Organizational communication includes: message, process, network, purpose, and media. 3) Organizational communication involves people and their attitudes, feelings, relationships, and skills. From this functionalistic perspective Goldhaber (1986,17) defines organizational communication as "the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty."

Another way to understand the role of communication in the organizational context is by looking at the functions that communication should serve in organizations. From this perspective, Farace, Monge, and Russell (1977,55-59) arranged the functional categories given by twelve authors into five groups. They are: production, maintenance, motivation, integration, and innovation. Production messages are those that coordinate and regulate the organization's activities in order to achieve the desired end results. Innovation refers to messages which deal with generating and implementing new ideas and practices. Maintenance messages serve the maintenance of the individual's self concept, the maintenance

of interpersonal relationships , and the maintenance of the production and innovation functions themselves.

According to Crino and White (1981, 831) a relatively new and successful research stream in organizational communication has attempted to conceptualize a construct labeled communication satisfaction by Downs, Hazen, and Quiggins (1973), and Downs and Hazen (1977, 63-64). Communication satisfaction is defined as an individual's satisfaction with various aspects of communication in his organization. Clampitt and Downs (1987, 2) in a review of the literature of communication satisfaction state that the construct of communication satisfaction has become an accepted part of the organizational communication literature over the last 20 years. The findings of the various studies reveal that: 1) The construct of communication satisfaction is indeed multi-dimensional. 2) The Communication Satisfaction Questionnaire has proved to be a useful tool for organizational diagnosis in a wide range of organizations. 3) Demographic variables provided relatively poor explanations of the level of communication satisfaction. 4) Communication satisfaction does link to the end-product variables of job satisfaction and productivity. 5) Communication satisfaction construct is more effective in explaining job satisfaction than productivity.

STATEMENT OF THE PROBLEM

Since communication is a vital element, there is a need for communication analysis in any organization. The relationship between communication satisfaction, job satisfaction, and perceived productivity in the organizational context have received considerable attention in the research done in the United States. Some studies have been done also in Nigeria, Germany and Mexico. However, none of this type of research has been reported regarding the Guatemalan organizational context. Therefore, this study focuses on communication satisfaction, the relationship between communication satisfaction and job satisfaction, and communication satisfaction and perceived productivity in two Guatemalan companies: Litografía Zadik and Litografía Mayaprin.

This particular research will be the first attempt to study and to provide some insight regarding the relationship between communication satisfaction and job satisfaction and perceived productivity in the Guatemalan organizational context.

RESEARCH QUESTIONS

In order to explore the relationship between communication satisfaction and job satisfaction and perceived productivity in the two Guatemalan companies, the following research questions have been formulated.

1. What are the relationships between each of the eight dimensions of the Communication Satisfaction Questionnaire and the participants' levels of job satisfaction in Litografía Zadik and Litografía Mayaprin?

2. What are the relationships between each of the eight dimensions of the Communication Satisfaction Questionnaire and the participants' levels of perceived productivity in Litografía Zadik and Litografía Mayaprin?

3. How do the departments within the two Guatemalan organizations (Litografías Zadik and Mayaprin) compare on the eight communication satisfaction factors, overall job satisfaction, and overall level of perceived productivity?

4. What impact does work tenure in Litografías Zadik and Mayaprin have on the eight communication satisfaction factors and overall job satisfaction and perceived productivity?

5. What are the differences and similarities in responses between job satisfied and dissatisfied participants in Litografías Zadik and Mayaprin for the eight communication satisfaction factors, and perceived productivity?

6. What are the differences and similarities between supervisors and nonsupervisors for the eight communication satisfaction factors, and perceived productivity?

7. How do the responses between Litografías Zadik

and Mayaprin compare with peer organizations in the United States with regard to the eight dimensions of the Communication Satisfaction Questionnaire?

DEFINITION OF TERMS

For the purposes of this study, the following terms need to be defined: communication satisfaction, job satisfaction, and productivity.

Communication Satisfaction

The relationship between communication and satisfaction has become a new area of study since the term "communication satisfaction" was first introduced by Level (1959, 2956) in his case study of human communication in an urban bank. He studied variables such as the amount of general information workers received from management; notification in advance about changes in company policies, procedures and working conditions; perceptions of freedom to approach superiors; and being well informed. Redding (1978, 429) in an analysis of several studies, reports that the term communication satisfaction has been used "to refer to the over-all degree of satisfaction an employee perceives in his total communication environment."

More recently Downs and Hazen (1977, 72) attempted to study whether or not communication satisfaction is a multidimensional rather than a unidimensional construct.

The results of this research indicate that "communication satisfaction" is a multidimensional construct. Based on the Downs and Hazen study (1977), Crino and White (1981, 831-832) define communication satisfaction as "an individual's satisfaction with various aspects of communication in his organization"

For the purpose of this study communication satisfaction is defined as individual satisfaction with these various aspects of communication in an organization as measured on the Communication Satisfaction Questionnaire (Downs and Hazen (1977,72) : Communication Climate, Communication with Superiors, Organizational Integration, Media Quality, Horizontal Communication, Organizational Perspective, Communication with Subordinates, and Personal Feedback.

Job Satisfaction

Rambo (1982, 208) reports that job satisfaction is the topic in the literature on work behavior that has received the most attention. However, there is no consensus among authors regarding the meaning of the term. Rambo (1982, 208) defines job satisfaction as "individuals' affective reactions to the work they do and to the conditions under which the work is carried out." According to this definition, "job satisfaction" includes individuals' assessments of different facets of the work as well as an

overall appraisal of their job experiences. Therefore, job satisfaction has to be considered a multidimensional construct (Wanous and Lawler III 1972, 95).

Several researchers have studied the relationships between communication and job satisfaction. According to Crino and White (1981, 832) the research stream initiated by Downs and Hazen (1977), determine how the eight communication satisfaction factors relate to global job satisfaction, is one of the most successful. Downs and Hazen (1977, 71) found "that the communication satisfaction dimensions which correlate most highly with job satisfaction are Personal Feedback, Relation with Supervisors, and Communication Climate."

Productivity

Likert (1967) states that communication is one of the variables which affects productivity levels. Research (Lull et al. 1955, 17-20; and Tubbs and Widgery 1978,20-25) has shown that there is a definite relationship between communication and productivity. The results of these studies reveal that higher levels of productivity are generally related to more communication.

Clampitt and Downs (1987, 21-22) reviewed research to conclude that communication satisfaction does indeed link to the end-product variables of job satisfaction and productivity. However, the communication satisfaction

construct is more effective in explaining job satisfaction than productivity. But this does not mean there is no relationship between communication satisfaction and productivity, although that relationship is somewhat unclear. The major problem is that employee's productivity is difficult to measure. Researchers have defined productivity in a number of different ways: efficiency, product quality, global performance rating by supervisor, and quality and quantity of work (Huseman, 1979, 178-182). For the purpose of this study we will adopt the concept of productivity as it is conceived in Downs and Hazen's Communication Satisfaction Questionnaire. The instrument asks the respondent to measure his productivity using a 1 to 7 scale, where 1 stands for "very low" and 7 for "very high". Hence, productivity here is the way the respondent perceives his job performance. The measure for this thesis should therefore, be labeled "Perceived Productivity."

IMPORTANCE OF THE STUDY

The research and the literature on organizations state that communication is a key factor of employees' job satisfaction and productivity. Basic breakdowns in organizations usually are due to a lack of quality communication between managers and employees.

Scholars and researchers in the field of communica-

tion in the United States have long been interested in studying the relationships among communication satisfaction, job satisfaction, and perceived productivity. However, these kinds of studies are almost unknown in Guatemala, but Guatemalan executives, managers, and employees of both companies were very interested in participating in the study of these areas when I proposed it to them. Top administrators, understanding the important role communication plays in any organizational activity, requested a complete report of the results in order to introduce the changes the study will suggest. They are aware that communication is a very important skill for daily management. Therefore, they think that emphasizing communication will help them to improve all communication factors that influence efficiency in their organizations.

On the other hand, it is interesting to know that, while organizations in Guatemala have not established specific positions with key responsibilities related to the overall administration of communication systems, they truly believe that good communication is of great importance in an organization's life.

In summary, there is a great need for communication analysis in the Guatemalan organizational context. The present study of Litografía Zadik and Litografía Mayaprin is a first approach aimed to that specific goal. Therefore, this research represents a significant contri-

bution to the communication improvement of the two organizations that are studied and to the research that needs to be done in Guatemala. Additionally, this study will test how cultural differences can influence the relationship between communication and satisfaction.

OVERVIEW OF METHODOLOGY

The present study was done in the following steps. (1) The Downs and Hazen (1973) Communication Satisfaction Questionnaire was selected for collecting data. (2) The sample was selected from two Guatemalan organizations. (3) The instrument was administered. (4) The data was analyzed using descriptive statistics, correlation, and analysis of variance.

Instrument

The instrument used for this study was the Communication Satisfaction Questionnaire. The Communication Satisfaction Questionnaire is an instrument which was copyrighted in 1973 by Cal W. Downs and Michael D. Hazen. The instrument consists of the following eight general factors: Communication Climate, Communication with Superiors, Organizational Integration, Media Quality, Horizontal Communication, Organizational Perspective, Communication with Subordinates, and Personal Feedback. The questionnaire contains a total of forty-six ques-

tions. The questionnaire was constructed to indicate a respondent level of satisfaction with forty-two items on a one-to-seven point scale between "very satisfied" and "very dissatisfied". Two more questions refer to changes experienced in job satisfaction, and productivity. Finally, two open-ended questions ask for suggestions to improve communication satisfaction, and productivity.

The questionnaire for the present study was carefully translated from its original English version into Spanish by the researcher, with concern being given to remaining faithful to its format and content. For this Spanish translation the researcher took into account the first Spanish version of the instrument made by Carlos Vidal Alum (1982) and the feedback that was obtained from two professional persons who are fluent in both the English and Spanish languages. A final revision of the Spanish translation of the questionnaire was done by the presidents and managers of the two Guatemalan companies selected for this study.

Sample

The sample for this study was obtained from two Guatemalan companies: Litografía Zadik, S.A., and Litografía Mayaprin, S.A. I selected these two companies from among other possibilities, because the top management of both of these organizations were willing to accept my research

project and to use the results of this study to improve communication in their companies.

Before the questionnaire was administered, employees were assured that their participation was completely voluntary and that their responses would be held in the strictest of confidence. They also were encouraged to participate and to be honest because the results of the study would be used to improve the communication practices in their company.

In Litografía Zadik a total of 122 out of 273 employees were surveyed. Responses by departments within the organization were:

<u>Departments</u>	<u>Supervisors</u>	<u>Nonsupervisors</u>	<u>Totals</u>
Administration	2	8	31 (76%)
Sales	1	8	9 (100%)
Production	12	70	82 (37%)
Totals:	16	106	122 (45%)

The lowest level of the employees in the production department who served as helpers to the machine operators were excluded from this study because some of them were illiterate. The evening and night shifts of the production department were also excluded.

In Litografía Mayaprin a total of 45 out of 51 employees were surveyed. Responses by work units within the organizations were:

<u>Departments</u>	<u>Supervisors</u>	<u>Nonsupervisors</u>	<u>Totals</u>
Administration	2	8	10 (100%)
Sales	1	3	4 (100%)
Production	2	29	31 (84%)
Totals:	5	40	45 (88%)

In both companies the questionnaire was administered to groups of 15 to 20 persons who met together in a room in which I was present. A full explanation of the survey was given to them by the researcher in order to avoid any misunderstanding. Respondents were allowed to ask questions about the content and the meaning of the items while they were answering the instrument.

Analysis

Data from the questionnaire was analyzed using the statistical package for the social sciences SPSSX.

First, descriptive statistics were conducted to get frequency distributions, means, and rank order of all items and eight factors. The factor scores were derived from the total score of the five items which make up each of the factors. The scale used to interpret that total score was 5-9 "very satisfied", 9-13 "satisfied", 14-18 "somewhat dissatisfied", 19-21 "indifferent", 22-26 "somewhat dissatisfied", 27-31 "dissatisfied", and 32-35 "very dissatisfied".

Second, correlation were made to determine the re-

relationship between the eight communication satisfaction factors and job satisfaction within each company. Another correlation was run for each communication satisfaction factor and perceived productivity.

Third, analyses of variance were used to compare:

1. Litografía Zadik vs. Litografía Mayaprin
2. Departments.
3. Varying length of Tenure.
4. Productive vs. nonproductive.
5. Satisfied vs. dissatisfied.
6. Supervisors vs. nonsupervisors.

Fourth, the Communication Satisfaction Factors of six American companies were compared with the two Guatemalan companies. The purpose of this comparison was to find out similarities and differences on satisfaction with the communication practices between Guatemalan and American employees. Additionally the impact of cultural differences between the two groups was assessed.

Fifth, content analysis procedures were used to examine the responses to the two open-ended questions of the questionnaire.

Finally, the results of these analyses were put together to answer the research questions.

ORGANIZATION OF THE THESIS

This study is presented in six chapters. Chapter One

includes the introduction, statement of the problem, research questions, significance of the study, definition of terms, and organization of the study. Chapter two provides a general overview of the current economic and social situation in Guatemala, and a general description of the two organizations that were selected for this study. Chapter three reviews current literature about communication satisfaction, job satisfaction, and productivity. Chapter four reports the instrument, sample and analyses that comprised the methodology of this study. Chapter five presents the results of the analysis of data for each of the research questions. Finally, the last chapter offers the conclusions, and suggestions for future research.

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CHAPTER TWO

REVIEW OF THE LITERATURE

The literature review is divided into six major sections. The first section examines the nature of organizational communication and the different approaches that have been used to understand it. The second section reviews the literature that discusses the measurement of organizational communication. The third section reviews the literature related to the construct labeled communication satisfaction. The fourth section examines the job satisfaction literature. The relationship of communication satisfaction to job satisfaction is discussed in section five. Finally, section six examines the communication satisfaction/productivity link.

ORGANIZATIONAL COMMUNICATION

The importance of communication in organizational functioning has been stated by many organizational theorists. However, in the total history of organizations this has occurred relatively recently. Barnard (1938,90) refers to communication as the "nerve system" of the organization. He first presented a serious discussion of the communication duties of the business executive. To Bavelas and Barrett (1951,368) communication "is the

essence of organized activity and is the basic process out of which all other functions are derived." Rogers and Rogers (1976,7) state that communication is essential for the organizational activities of planning, coordinating, and controlling.

Reid (1976,124-125) suggests ten points that will help an organization improve its communication system:

1. Advocate as many reasonable channels of communication as possible.
2. Help maintain upward communication.
3. Do your share for downward communication.
4. Seek communication with your peers.
5. Talk informally with as many of the staff as possible.
6. Discuss procedural changes before they are established.
7. Take care with your verbal communication. Be sure those who listen to you understand what you think you have communicated.
8. Listen.
9. Constantly evaluate your effectiveness within the communication network.
10. Avoid overskill.

The manager's ability to communicate successfully, both orally and in writing, is absolutely essential (Hamre, 1978, 55). Well-informed employees maintain a

high morale for longer periods than do ill-informed workers and consequently their performance is better (Reid, 1976, 124).

Because of the importance of communication to organizational performance, researchers have approached organizational communication from several different perspectives. These approaches fall into one of three categories: the instrumental approach, the process approach, and the functional approach.

The instrumental approach to organizational communication views communication as tools, such as budget proposals, appraisal interviews, committee meetings, etc., which can be used in specific situations to elicit a desired response from an audience. This means that the individuals involved in these situations want the boss to approve their budget or the interviewer to hire them. According to Goyer (1970, 4-16) communication is effective within this model to the extent that the actual response made by the other party approximates the desired response of the communicator. The purpose of this approach to organizational communication is to test principles, generalizations, and rules in order to make communication more effective and to increase the probability of achieving the desired goals. Dahle (1954, 21-28), Weaver (1958, 1-9), Migliore (1970, 26-32), and Porterfield (1976, 3-4) conducted research using this

perspective. Rogers (1977, 31-33) states that the instrumental approach is the dominant one when it comes to Organizational Communication textbooks. The instrumental approach is very practical and very result oriented. The basic research question in this approach is "How may communication be best used?"

The process perspective communication treats communication as the most common form of organizational behavior, the most important process in determining organizational functioning, and the very essence of organizational existence. The notions that information and interaction are essential to goal setting, decision making and control, and that are also central to the process approach were derived from Barnard (1938), Wiener (1948), and Simon (1947). Communication activities are a critical part of organizational roles. The research done from this perspective tries to describe the organizational communication patterns and its effects. Leavitt (1951, 38-50), Burns (1954, 73-97), Allen and Cohen (1969, 12-19), Schuler (1977, 269-291), and Downs (1977 b, 363-376) conducted research from the Process perspective. This approach is analytical, descriptive, and oriented to theoretical explanations of phenomena. The basic organizational communication research question of the process approach is "What relationship exists between communication and other organizational variables?"

The newest approach to organizational communication is the functional approach. In the functional approach (Farace, Monge and Russell, 1977, 55-59) communication provides the means for coordinating the activities of people and integrating them into a unified whole (the integration function), for regulating their expectations about performance, norms, and rewards (the control function), for providing the information people need to do their jobs (the production function), and for providing the stimulation to improve performance, and develop new ideas (the innovation function). The functional approach emerged partially as a way to apply general systems theory concepts to Organizational Communication phenomena. Rogers (1976) described the effects of concepts like uncertainty, interdependence, and organizational structure, on communication patterns and in turn on effectiveness. Read (1962, 3-15) studied the effect of individual aspirations on information distortion. James and DeWine (1982) studied the effect of technology on communication. The central question for functional research is "What does communication do?"

In summary, organizational communication is a topic which has received a lot of attention in recent years. Researchers approached the topic from different perspectives. Each approach tended to emphasize some aspects of the communication role in an organization over

the others. Since an umbrella theory for organizational communication does not exist, the use of a given approach over others is necessary when studying specific organizational problems.

MEASURING COMMUNICATION IN ORGANIZATIONS

Because communication is such an important part of an organization, researchers have been looking for ways to measure communication within organizations.

Davis (1978, 112-114) states that there are four major methods for studying informal communication.

1. The participant-observer method consists in a living-in and working-with-the-group research approach. This research method was developed by Mayo, Roethlisberger and others at the Western Electric Company Hawthorne Plant. It produces large amounts of relevant information, and is useful for studying both formal and informal communication.

2. Communication sampling is a method by which observation is limited to certain times during the work day. The advantage of communication sampling is that it is more economical and less time consuming than continuous observation.

3. General communication surveys use interviews or questionnaires to secure communication data from respondents based on their judgment and or memory of past

events. The main advantage of general communication surveys is that they gather more data quickly. Their principal weakness is that they depend on respondent memory and judgment which often prove to be unreliable and therefore may not produce useful research conclusions.

4. Network surveys attempt to secure sequential information for the plotting of grapevine networks. The information collected by a network survey can be charted and overlaid on the formal organization chart to provide comparisons of formal and informal organizations. The major weakness of this method is that it is only effective for showing person-to-person network in small groups.

Alexander and Penley (1981) view the measurement of communication from a different perspective. They state that there are basically two approaches to the measurement of communication within the organizational context.

The first measures the communication outcomes or consequences. The researcher, using a questionnaire, assesses the beliefs that individuals have regarding organizational communication's impact on them. Examples of these types of measures include the communication climate, relationships between supervisors and subordinates, and media quality. The Downs and Hazen (1977) instrument is a good example of this type of measure. The ICA Communication Audit opts for a similar approach. This approach emphasizes individual perceptions of the conse-

quences or outcomes, which result from attempts of either superiors or organizations to communicate.

The second approach measures communication behaviors. This approach also involves the use of a questionnaire, but it is used to identify specific behaviors observed by organizational individuals when attempts are made to communicate with them. A typical use of this approach would be the evaluation a supervisor's communication style. Two instruments are typical of this approach: Huseman, Haffield and Gatewood (1978), and Hawkins and Penley (1978).

In all, the techniques used to conduct truly useful Organizational Communication research fall into four categories: Survey Questionnaire Methods, Interview Methods, Experimental Methods, and Observational Methods. More information about the actual instruments and techniques used over the past forty years may be found in studies by Redding (1972), Roberts and O'Reilly (1979) Goldhaber (1986), and Downs (1988).

By far, the most commonly used method is the Survey Questionnaire. There are at least seven surveys in the Organizational Communication literature for every study using other method. Moreover, almost every multimethod study uses the survey. The major advantages of the questionnaire are that it is quick, inexpensive, uniform, voluntary, anonymous and that it can be used to reach

large numbers of respondents.

Goldhaber (1976, 9-11) summaries some of the major methodological problems of the above mentioned original studies which limit their utility today. 1) Most of the researchers relied on only one instrument to gather their data. 2) Most of these studies gathered data in a single organization, thus limiting the generalizability of their findings to include other types of organizations. 3) Most of the studies reported very small samples. 4) Many of the studies lacked standardization and norms. 5) Most of the research omitted the measurement of actual behaviors. And 6) most of the studies did not take measurements over time.

The measurement of organizational communication has to be done not just for research, but also for managerial purposes. As Farace, Monge, and Russell (1977, 206-214) state: "the key to successful communication in an organization lies in developing and maintaining regular evaluation or monitoring of existing communication patterns and procedures." The process suggested by the authors includes these four steps:

1. Selection of concepts to describe current communication practices and procedures, i.e. the "patterns" of communication.

2. Implementation of techniques for the rapid and economical description of these patterns, or reporting on

the "state of the system."

3. Development of criterion measures for the evaluation of the degree to which current patterns meet current needs in the organization.

4. Implementation of programs to correct deficiencies in communication patterns, and then the repetition of the three previous steps.

The most central aspect of any communication evaluation is the analysis of the communication networks which are a critical element in the operation of any organization. The aspects to be analyzed are: who is linked into different communication networks, what kinds of messages move along these networks, and how the networks meet the needs of the organization.

Goldhaber (1986, 400-401) states that a communication audit provides managers with the information necessary to maintain a healthy organization. The benefits of a communication audit for the managers of organizations are the following. a) They will obtain information about their communication systems. b) They will become aware of the likelihood of future successes and failures. c) They can plan for the future rather than react defensively to communication crises. d) They can develop communication training programs geared to solve organizational problems identified by the audit. e) They can compare the premeasurement and postmeasurement status of their com-

munications system and determine the impact of new communication programs or organizational innovations such as new organizational development programs.

Downs (1988, 2) states that "periodic monitoring of how well we are communicating is particularly important for organizations because their very survival depends on employees' abilities to coordinate and to exchange information." Downs (1988, 5-9) lists the functions (benefits) of the communication audit in an organization. First, all parties -management and employees alike- can check and validate their perceptions (Verification Function). Second, audits can yield information that explains or predicts critical organizational events such as dissatisfaction, lapses in productivity, or lack of teamwork (Diagnosis Function). Third, the audit may offer a comprehensive review of most communication in the organization, or it may examine only specific programs of interest to management such as, for example, the development of a new communication training program (Feedback Function). Fourth, the audit benefits communication merely by sensitizing people to what they are doing and how they are communicating (Communication Function). Finally, participation in an audit offers an opportunity to develop skills and to attain insights into the whole communication process (Training Function).

In brief, because communication is such an important

part of an organization, researchers have been looking for ways to measure communication within organizations. There are several different methods for studying communication but the most commonly used method is the Survey Questionnaire. The measurement of organizational communication has to be done not just for research, but also for managerial purposes. In fact, a communication audit provides managers with the information necessary to maintain a healthy organization.

COMMUNICATION SATISFACTION

Many research studies and comprehensive procedures for auditing communication in organizations have taken into account different communication variables and have tried to relate them to productivity, climate, job satisfaction, etc. However, according to Crino and White (1981, 831-832), a relatively new research stream has attempted to conceptualize a construct, labeled communication satisfaction by Downs, Hazen and Quiggins (1973), and relate it to other organizational variables. For example, Burhans (1971) designed several instruments to measure employee satisfaction with communication. Downs (1971) studied a public utility company and discovered that satisfaction with communication was linked with employee position in that organization. These studies of the communication-satisfaction relationship, according

to Downs and Hazen (1977, 63-64), have become a common reference in organizational literature.

Clampitt and Downs (1987) have done a thorough review of the Communication Satisfaction literature. These authors (1987,2) state that over the last 20 years the construct of communication satisfaction has become an accepted part of the organizational communication literature and that over a dozen studies have made use of the construct.

According to Clampitt and Downs (1987, 2- 3) the historical development of the communication satisfaction construct was as follows: The first known reference to communication satisfaction was made by Dale (1959) in a study of urban banks. He was concerned with the amount of general information workers received from management; advanced notification about changes in company policies, procedures and working conditions; perceptions of freedom to approach superordinates; and being well informed in general.

Redding (1972), after reviewing several studies on the construct, suggested that "communication satisfaction" might be multi-dimensional in nature, with a wide variety of components such as: 1) being notified of changes, 2) understanding job requirements, 3) access to important information, 4) accessibility of superiors, and 5) explanation of policies. Wiio's (1976) study of Finn-

ish organizations revealed four broad dimensions of communication: job satisfaction, message content, improvements in communication, and channel efficiency.

Downs and Hazen (1977, 72) explored the multidimensionality of communication satisfaction using an original questionnaire. The conclusions of this study follow.

First, "communication satisfaction" is a multidimensional construct.

Second, the primary dimensions of communication satisfaction include: general organizational perspective, organizational integration, personal feedback, relation with supervisor, horizontal-informal communication, relation with subordinates, media quality, and communication climate.

Third, the results from several factor analyses in different organizations indicate a great amount of stability among the factors.

Fourth, these factors seem to reflect most of the major components of organizational functioning in terms of role relationships, types of information, and the climate of the organization. Thus the concept of communication satisfaction can be a useful tool in an audit of organizational communication.

According to Clampitt and Downs (1987,4), the most useful aspect of the Downs and Hazen (1977) research project was the hypothesized eight factors of communica-

tion satisfaction which were described by Downs (1977) as follows.

Communication Climate reflects communication on both the organizational and personal level. On one hand, it includes items such as the extent to which communication in an organization motivates and stimulates workers to meet organizational goals and the extent to which it makes them identify with the organization. On the other, it includes estimates of whether or not people's attitudes toward communicating are healthy in an organization.

Supervisory Communication includes both upward and downward aspects of communicating with superiors. Three of the principal items are the extent to which superiors are open to ideas, the extent to which supervisors listen and pay attention, and the extent to which superiors and supervisors offer guidance in solving job-related problems.

Organizational Integration revolves around the degree to which individuals receive information about their immediate environment. Items include the degree of satisfaction with information about departmental plans, the requirements of their job, and some personnel news.

Media Quality deals with the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communica-

tion is about right.

Co-worker Communication concerns the extent to which horizontal and informal communication is accurate and free flowing. This factor also includes satisfaction with the activeness of the grapevine.

Corporate Information deals with the broadest kinds of information about the organization as a whole. It includes items on notification about changes, information about the organizations' financial standing, and information about the over-all policies and goals of the organization.

Personal Feedback is concerned with the need of the workers to know how they are being judged and how their performance is being appraised.

Subordinate Communication focuses on upward and downward communication with subordinates. Only workers in supervisory capacities respond to these items which include subordinate responsiveness to downward communication, and the extent to which subordinates initiate upward communication.

Clampitt and Downs (1987, 5-14) reviewed the studies that have used the Communication Satisfaction Questionnaire. These studies are grouped into two categories.

1. Studies that used nonprofit organizations include those by Avery (1977), Gordon (1979), Nicholson (1980), Jones (1981), Duke (1981), Barbara Wippich (1983), and

Marvin Wippich (1983).

2. Studies that used profit-making organizations include those by Thiry (1977), Pincus (1986), Alum's (1982), Clampitt (1983), Clampitt and Girard (1986).

The evaluation of the Communication Satisfaction Questionnaire according to Clampitt and Downs (1987, 14-16) reveals: 1) the thoroughness of the construction of this satisfaction measure (Hecht, 1978, 363), 2) the reasonableness of an eight factor solution (Crino and White, 1981; Downs and Hazen, 1977; Wippich, 1983), 3) a proposal for the introduction of another factor: Top Management Communication by Pincus (1986), 4) proposals by Clampitt and Girard (1987) for two new dimensions: General Communication Effectiveness and Informal Communication. Moreover, they suggest that certain factors may be unique to different types of industry.

The most relevant part of Clampitt and Downs' review of the literature is the synthesis presented about the findings of the various studies that have used the Communication Satisfaction Questionnaire (Clampitt and Downs, 1987, 16-24). These findings are listed below.

1. The communication satisfaction construct is indeed multi-dimensional.

2. The communication satisfaction questionnaire has proved to be a useful tool for organizational diagnosis in a wide range of organizations.

3. The studies reviewed indicate that there are definite areas of greatest and least communication satisfaction, although for the most part employees are not dissatisfied with organizational communication.

4. Demographic variables provided relatively poor explanations of the level of communication satisfaction.

5. There does appear to be some indication that employees in managerial roles are more satisfied with communication than those who are not but no clearly discernible difference can be detected between employees of profit and nonprofit organizations.

6. Communication satisfaction does link to the end-product variables of job satisfaction and productivity.

7. The communication satisfaction construct is more effective in explaining job satisfaction than productivity.

8. Finally, across these studies there are no clear and strong patterns of relationships between the CSQ factors and the end product variables. It seems that this relationship is probably contingent on the type of organization and industry in which employees work.

Clampitt and Downs (1987, 23-25) conclude their study by pointing out some pragmatic and theoretical concerns that deserve closer attention:

1. The items for the CSQ factors should be refined.

2. The theoretical nature of the factors needs to be further examined.
3. The nature of "satisfaction" needs to be more fully explained.

In brief, "communication satisfaction" is a relatively new construct in the stream of organizational communication research and research has proved the multidimensionality of this construct. On the other hand, a number of studies have been directed toward determining the relationship between communication satisfaction and other organizational variables. This type of research has become a common reference in organizational literature.

JOB SATISFACTION

Rambo (1982, 208) states that no other area of the literature on work has received more attention than job satisfaction. Over five thousand articles have been published in the professional literature related to this aspect of work.

Job satisfaction, according to Rambo (1982, 208), refers to individuals' affective reactions to the work they do and to the conditions under which that work is carried out. When reporting on job satisfaction, workers tell something about the extent to which they like or dislike their work.

Wanous and Lawler III (1972, 95-105) state that job

satisfaction and satisfaction with various facets of the job have traditionally been measured by simply asking people to rate their jobs or facets of their jobs on a Likert-type satisfaction scale. Recently, the conception of job satisfaction as a multidimensional construct has originated a number of different conceptual definitions of job satisfaction. This has led to satisfaction being measured in a number of ways. The authors report nine of these definitions. Research by Downs (1977) indicates that the nine definitions actually do not correlate very well and, therefore, they must be measuring different things. Consequently, he determined that it is feasible merely to ask people to indicate their level of job satisfaction in a global fashion on the Communication Satisfaction Questionnaire.

There are several general approaches to the measurement of job satisfaction but the questionnaire is by far the most often used. Questionnaire items usually ask individuals for verbal reports regarding their reactions to various facets of the job that they perform.

Rambo (1982, 212-213) reports three studies that have analyzed the structure of job satisfaction (Wherry 1954, 1958; Smith, Kendall and Hulin, 1969) and concludes by saying that the structure of job satisfaction seems to vary with a number of conditions, such as variations in the measurement instrument, the jobs observed, and the

workers involved. However, one thing is clear: job satisfaction refers to behaviors that are multidimensional in their structure. Wages, working conditions, fringe benefits, supervision, company policy, personnel development, and work associates are just some of the categories that can be subjected to separate evaluations.

The Hawthorne studies initiated in 1926 by Roethlisberger and Dickson (1939) increases the Job satisfaction research. Hoppock (1935) summarized thirty-two studies related to job satisfaction and reported that two-thirds of the studies showed that less than one third of the workers tended to be dissatisfied.

Job Satisfaction and Personal Factors

After having reviewed several studies Rambo (1982, 223-227) makes several conclusions which are identified below.

1. There is a positive relationship between job satisfaction and age. Older workers seem to report higher levels of job satisfaction than do younger ones. However, it is increasing tenure rather than aging that leads to improved job satisfaction.

2. There is no consistent evidence that women differ from men in job satisfaction.

3. Black workers often express high levels of dissatisfaction with their work because they have high rates

of unemployment, low pay, and low-status jobs.

4. There is a positive relationship between overall measures of job satisfaction and education.

5. Workers coming from rural backgrounds have a higher incidence of job satisfaction than do workers who have an urban background.

Brayfield and Crockett (1955), Herzberg, Mausner, and Peterson (1957), and Vroom (1964) reported that there was no evidence to support a relationship between education or marital status and job satisfaction.

The results of the different studies, according to Rambo (1982, 227), have demonstrated not only that the level of job satisfaction does change in relation to certain background variables, but also that the relationship between these variables tends to be complex.

Job satisfaction and situational factors

Rambo (1982, 227-237) reports three conclusions regarding the relationship between job satisfaction and situational factors.

1. Role ambiguity and role conflict have been found to be factors that contribute to feelings of job discontentment.

2. There have been a number of studies showing that organizational climate does correlate with job satisfaction. However, there is no clear picture of the manner in

which organizational climate contributes to job satisfaction.

3. There seems to be a negative relationship between job satisfaction, and absenteeism and turnover (Vroom, 1964).

Several Researchers (Brayfield and Crockett, 1955; Herzberg, Mausner, Peterson, and Capwell, 1957; Katzell, 1957; and Vroom, 1964) have concluded that there is support for the position that the dissatisfied worker is more likely to leave his job than a satisfied worker.

Job Satisfaction and Occupational Level

Vroom (1964) reports numerous studies to show that professionals rank highest in job satisfaction when compared with managers, clerical and sales workers, skilled and unskilled workers, and farmers. This same pattern was reported by Super (1939), Blauner (1960), Lahiri and Srivastva, (1967), and Cummings and ElSalmi (1970). However, other studies (Orzack, 1959; Palola and Larson, 1965) indicate that nurses do not consistently follow the patterns reported in the literature for other types of workers or for professionals.

Job Satisfaction and Productivity

According to Rambo (1982, 237-239) the relationship between job attitudes and worker production levels is not a simple one. Porter and Lawler (1968) hypothesize that

worker performance tends to have a more direct effect on satisfaction than satisfaction has on performance. Research has revealed low or insignificant relationships between job satisfaction and productivity.

Several researchers (Brayfield and Crockett, 1955; Prybil, 1973; and Kahn, 1960) have concluded that there is no consistent relationship between job satisfaction and productivity. Likert (1967) views job satisfaction as a product of the organization rather than as an intervening variable.

However, other studies (Porter and Lawler, 1968; Slocum, 1970; and Prybil, 1973) have reported a positive relationship between job satisfaction and productivity or performance.

In all, job satisfaction is the area of the literature on work that has received the most attention. Job satisfaction refers to individuals' affective reactions to the work they do and to the conditions under which that work is carried out. There are several general approaches to the measurement of job satisfaction but the questionnaire is by far the most often used. Questionnaire items often ask individuals for verbal reports regarding their reaction to various facets of the job that they perform. Research in the field has related job satisfaction to personal factors, to situational factors, to occupational levels and to productivity. However, the re-

relationship that exists between these variables tends to be complex.

JOB SATISFACTION AND COMMUNICATION

Herzberg (1966, 203) was one of the earliest researchers to generate some information about the relationship between communication and job satisfaction. He found that company policy, administration, supervision (both technical and interpersonal), working conditions and pay are major factors of dissatisfaction. Morse and Mann (1956, 191-198) found that the more input employees had in the decision-making processes, the more satisfied they were and the better that their productivity levels were. Research by Shaw and Rothenschild (1956, 284) stated that one's position in a communication network determines satisfaction. People located at the center of a centralized network expressed greatest satisfaction than did people located in any other position. Shaw (1956, 284) also found that non-authoritarian leaders produced greater satisfaction ratings among their subordinates than did authoritarian leaders. Greenfield and Kassum (1973, 533) discovered that leaders who were oriented toward task and social matters obtained higher levels of satisfaction among their employees.

Downs (1971) found satisfaction in communication linked to employees' positions in their organizations.

Employees at different hierarchical levels indicated differences in their satisfaction with company practices in communication. Clampitt and Downs (1987, 19) make a similar statement in their review of the literature in communication satisfaction. There does appear to be some indication that employees in managerial roles are more satisfied with communication than those who are not in such roles.

Falcione (1974, 16) found that participative management practices increased subordinate satisfaction provided that their participation had real effect upon decision making.

Downs and Hazen's (1977, 72) study indicates that the most important communication dimensions interacting with job satisfaction are Personal Feedback, Relation with Supervisor, and Communication Climate.

Clampitt and Downs (1987, 21-23) report these findings regarding the relationship between communication satisfaction and job satisfaction. 1. Communication satisfaction does link to job satisfaction. Every study reports significant correlations between the seven main CSQ factors and job satisfaction. Only the Subordinate Communication factor did not show a significant correlation in three studies. 2. Although a correlation exists, there is no clear and strong patterns of relationships between the CSQ factors and job satisfaction. It

seems that the degree of the correlation is probably contingent on the type of organization and industry in which employees work.

Baird and Bradley (1978,48) found that satisfaction is related to frequency of communication with supervisor, quality of relationship with company, and quality of relationship with supervisor. Roberts and O'Reilly (1979, 42-57) state that employees are more satisfied with their jobs, more committed to the organization, and higher performers when they are integrated into the communication system.

Briefly, research has showed that job satisfaction is truly related to many organizational communication factors, such as participation in decision-making processes, leadership style, managerial roles, and supervision style. But the correlation has been particularly significant between job satisfaction and the eight main CSQ factors: general organizational perspective, organizational integration, personal feedback, relation with supervisor, horizontal-informal communication, relation with subordinates, media quality, and communication climate.

COMMUNICATION AND PRODUCTIVITY

One of the major problems when dealing with productivity is the various ways in which productivity has been

conceptualized.

Clampitt (1983, 20) reports the following five definitions:

1. Efficiency (Tubbs and Hain, 1979),
2. Product quality (Tubbs and Hain 1979),
3. Global performance rating by supervisor (Hatfield and Al. 1981),
4. Percent of standard (Hatfield and Al. 1981), and
5. Quality and quantity of work (Huseman, 1979),

With these varying definitions of productivity it is almost impossible to make comparisons among the results from the studies and reach valid conclusions.

A related concern is the measurement of productivity (Clampitt, 1983, 21). Some researchers have employed multidimensional scaling (Jenkins, 1977; and O'Reilly and Roberts, 1977). Typically these scales involve supervisors' ratings of employees in terms of the quantity and quality of work. Other researchers have supervisors rate employees on a single-item scale (Lewis, et al. 1982). Thus, the issue of productivity is critical.

Likert (1967) suggests that communication along with motivation decision making, control, and coordination, is one of the five intervening variables affecting productivity levels. In another study, Lull and al. (1955) surveyed presidents from 100 of the largest U.S. corporations and found that 96% believed there was a

"definite relationship" between communication and productivity. Jacobs and Jillson (1974) discovered that executives from Fortune 500 companies felt that the lack of communication was one of the primary causes of the productivity lag.

Tubbs and Hain (1979, 7) analyzed eight field studies and found in one study that the department with the lowest rates of grievances and absenteeism had the highest scores in communication effectiveness. In the other studies, the more productive plants also had the higher communication effectiveness ratings. Communication training programs for plants have proved that productivity increases after the implementation of those program (Tubbs and Widgery, 1978; and Tavernier, 1980).

O'Reilly and Roberts (1979) found that individuals who were active participants in communication networks were seen as more productive workers than were isolates. Kim (1975) demonstrated that feedback and performance were correlated. Szilaggi and Sims (1978) found that top management receptiveness, adequacy of specific communications, and upward communication requirements were associated with various levels of individual productivity for hospital employees. Hawkins and Penley (1978) demonstrated that when communication from management and immediate supervisors was consistent and showed an understanding of subordinate problems, they were sig-

nificant predictors of employee performance.

Jenkins' study (1977) revealed a correlation between supervisory communication effectiveness and worker productivity. Downs and Hain (1982, 446) state that the area of supervisory/subordinate communication is of particular importance in the investigation of the productivity problem because it is the "most important communication link" in organizations.

The Clampitt and Downs' made three findings (1987, 21-23) regarding the relationship between communication satisfaction and productivity.

1. Communication satisfaction is linked to productivity. The studies reviewed considered the issue of employee productivity and usually found some factors on which there were a strong correlations. The Subordinate Communication factor was the most highly related. Moreover, Clampitt and Girard (1987) showed through discriminant analyses that the CSQ factors could with 62% accuracy distinguish between those employees with the highest and lowest self-estimates of productivity.

2. The communication satisfaction construct is more effective in explaining job satisfaction than productivity. Clampitt and Girard (1987) found that the CSQ factors were more effective in explaining job satisfaction having 88% accuracy, than perceived productivity which had 62% accuracy. However, Clampitt and Downs (1984) did

find that employees, when interviewed, felt that all dimensions had an "above average" impact on their productivity with the Feedback and Communication Climate dimensions having the greatest effect, while the Horizontal Communication and Media Quality had the least.

3. Since there is no a clear and strong pattern of relationship between the CSQ factors and productivity, it seems that the implication is that that relationship is probably contingent on the type of organization and industry in which employees work.

In summary, one of the major problems when dealing with productivity is the various ways in which productivity has been conceptualized and measured. Thus, the issue of productivity is critical. However, the relationship between productivity and communication factors has been proved in many studies although that relationship is no always clear and strong.

SUMMARY

This chapter has reviewed the literature of six major concepts. First, the nature of organizational communication was examined. This topic has received much attention in recent years and researchers have approached it from many different perspectives. At present there does not exist an umbrella theory for organizational communication, therefore the necessity of using a given ap-

proach, rather than others must be accepted when studying specific organizational problems. Second, the measurement of organizational communication has been discussed. Researchers have been looking for ways to measure communication within organizations by using different methods. The measurement of organizational communication has proved to be useful not just for research, but for managerial purposes. Third, the communication satisfaction construct was studied. Even though, "communication satisfaction" is a relatively new construct in the organizational communication field, a great deal of research has been directed toward determining the relationship between communication satisfaction and other organizational variables. Fourth, the nature of job satisfaction was examined. Job satisfaction is the area of the literature on work that has received more attention. Research in this field has related job satisfaction to personal factors, to situational factors, to occupational levels, and to productivity. However, although a relationship exists between these variables it tends to be complex. Fifth, the relationship of communication satisfaction to job satisfaction was discussed. Research has showed that job satisfaction is definitely related to many organizational communication factors, such as participation in decision-making processes, leadership style, managerial roles, and supervision style. However, the correlation

between the eight main Communication Satisfaction Questionnaire factors and job satisfaction has been particularly significant. Finally, the communication satisfaction/productivity link was examined. One of the major problems when dealing with productivity is its conceptualization and measurement. Therefore, productivity has become a critical issue and the relationship between productivity and communication factors has been proved in many studies, although that relationship is not always clear and strong.

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CHAPTER THREE

DESCRIPTION OF LITOGRAFIA ZADIK, S.A. AND LITOGRAFIA MAYAPRIN, S.A.

The data for this thesis was collected from two organizations in Guatemala. The purpose of this chapter is to describe these organizations and their contexts. First, general information about the social, economical, and political situation of Guatemala today is presented in order to describe the social, economical and political arena in which Litografía Zadik and Litografía Mayaprin have been operating. Second, general descriptions of Litografía Zadik, S.A. and Litografía Mayaprin, S.A. are presented because this information will be necessary for the interpretation of the data.

SOCIAL, ECONOMIC, AND POLITICAL SITUATION OF GUATEMALA TODAY

Guatemala is a small country located in the Central American region. It has an area of 42,042 square miles (108,889 square kilometers) and a 1987 population of 8,400,000. Fifty three percent of this population are pure Indians of 21 different groups descended from the Mayas (1). Approximately 80% of rural Guatemalans and 40% of its urban residents are illiterate (2).

History and Government

From 1524-1821 Guatemala was a Spanish captaincy-general, comprising the whole of Central America. It became independent in 1821 and formed part of the Confederation of Central America from 1823 to 1839, when the Confederation was dissolved.

From that date the country has alternated between civil and military governments. A wave of terrorism by left and right groups, began in 1967. Fear of anarchy led to the election to the presidency in 1970 of an Army Chief of Staff. Since then military candidates were elected as constitutional presidents of the country until 1985 when a civilian presidency was restored by the election of Marco Vinicio Cerezo Arevalo, a left-of center Christian Democrat (3).

Economy

The gross national product of Guatemala in 1984 was \$9.11 billion, the average annual growth rate (1975-1980) was 5.7%, and the per capita income was \$1,180. Today almost 14% of the land is used for agriculture which employs 58% of the labor force. The principal products of Guatemala are: coffee, cotton, bananas, cattle, corn, beans, sugar, oil, timber, and cardamom. The exports are mainly coffee, cotton, sugar, petroleum, and bananas, while the imports are manufactured products, machinery,

transportation equipment, chemicals, and fuels. The major trading partners of Guatemala are the United States, Central America, West Germany, and Mexico (4).

Between 1981-1986 the Gross Domestic Product fell 6%, i.e. a drop of 20% per capita. This precipitous decrease during the first half of the decade was followed by zero growth in 1986, an increase in inflation and unemployment, a continued balance of payments problems, and a growing budget deficit (5). Guatemala's outstanding foreign debt at the end of 1986 was \$2,515.8 million in U.S. dollars with service payments (before renegotiations) reaching \$ 543.2 millions, or 46.3% of export earnings. Debt payments for 1987 required 57% of expected income, possibly the highest in Central America (6).

After a six-year decline, the Guatemalan economy has recently begun a tentative recovery according to official figures. In 1987 the GDP increased by 3.% over the previous year. This growth was manifested in agriculture, manufacturing, construction, transportation, tourism, non-traditional agricultural exports, and construction. Non-traditional exports to third world markets, which made up 12% of total exports in 1986, increased 51% during the first seven months of 1987. Inflation, as measured by the consumer price index, dropped from 32% in 1985 to about 6% during the first 10 months of 1987. At the same time the foreign exchange rate improved. The

three quetzales to one dollar exchange rate of early 1986 was reduced in 1987 to its current level of Q2.50:\$1. And as of September 1987, the outstanding foreign debt was US\$2,478.2 million, or 57.8 million less than in December 1986. Although prices have increased enormously in the past three years, wages have for the most part remained the same (7). The fiscal deficit again increased, inflation grew at an unprecedented rate, unemployment increased, and real salaries declined (8).

In the past the principal market for nontraditional exports, especially manufactured goods, was Central America, but now the U.S. is the highest market for these nontraditional goods. Among the most important nontraditional exports, both in terms of the number of companies involved and the value of the exports, are perishable fruits, vegetables, seafood, and clothing (9).

Social situation

A notable intensification of guerrilla-army conflicts, continued cases of the country's hallmark of tortures and disappearances, and a recent increase in acts of political violence are testimony to the magnitude of the political crisis that continues to wrench Guatemalan society (10). Along with this there has also been an increase in violence related to common crimes such as kidnappings, assaults, and robberies (11).

The above information is given in order to provide the social, economic, and political context in which the two Guatemalan organizations, Litografía Zadik, S.A. and Litografía Mayaprin, S.A. have been operating. A general description of the companies is presented below.

LITOGRAFIA ZADIK, S.A.

Litografía ZADIK, S.A. is a Guatemalan printing company founded by Byron Zadik in February 8, 1926. Since 1968 it has been part of the SIGMA, S.A. Industrial Group which will be described first.

SIGMA, S.A. Industrial Group

Sigma, S.A. is an important conglomerate in Central America. It was established in 1968 by Mr. Nassin Yarhi, a Salvadorian businessman who developed and advanced the graphic industry for more than thirty years in Central America, especially in his own country, El Salvador.

In 1968 Sigma, S.A. incorporated Rotoflex, Cartonera Centroamericana, Celoprint of El Salvador, and Litografía Byron Zadik, S.A. of Guatemala to serve markets in Central American, the Caribbean, parts of South America, and the United States. In the last twenty years, the Sigma/Q group has maintained an accelerated growth pattern and it currently includes more than 20 companies in Guatemala, El Salvador, Costa Rica and the United States. These

companies are dedicated basically to the packaging needs of commerce and industry in Central America and the United States.

Sigma, S.A. is a Salvadoran corporation, and Q Corporation, with headquarters in Panamá, owns the units that operate in the other Central American countries and in the United States.

The companies that form the group are leaders in their fields in the Central American region and have been pioneers in all their production lines, conquering with their quality, not only the local markets, but also important export markets as well. Together these companies currently provide employment for more than three thousand workers.

At the same time Sigma, S.A. has created the foundations that carry its name in El Salvador and Guatemala and it supports economically any number of local health, housing, and cultural programs. These agencies provide medical, dental and child care services for all company personnel and their families free of charge in its own facilities.

The companies produce varied products including cardboard boxes, flexible packaging, labels, corrugated boxes, plastic bottles, corks and bottle tops, laminated film, blank paper, and poster board, among other things.

In 1986, Mr. Yarhi founded "El Salvador Specialty

Products" a company dedicated to the production of special bags, which were finished by hand, for prestige shops and boutiques in the United States, as well as for manufacturers of cosmetics.

All of the Sigma S.A. companies have a common denominator in the fact that they have all been provided with the most modern equipment and with the most qualified personnel available. This fact puts these companies in a very prominent position in their markets.

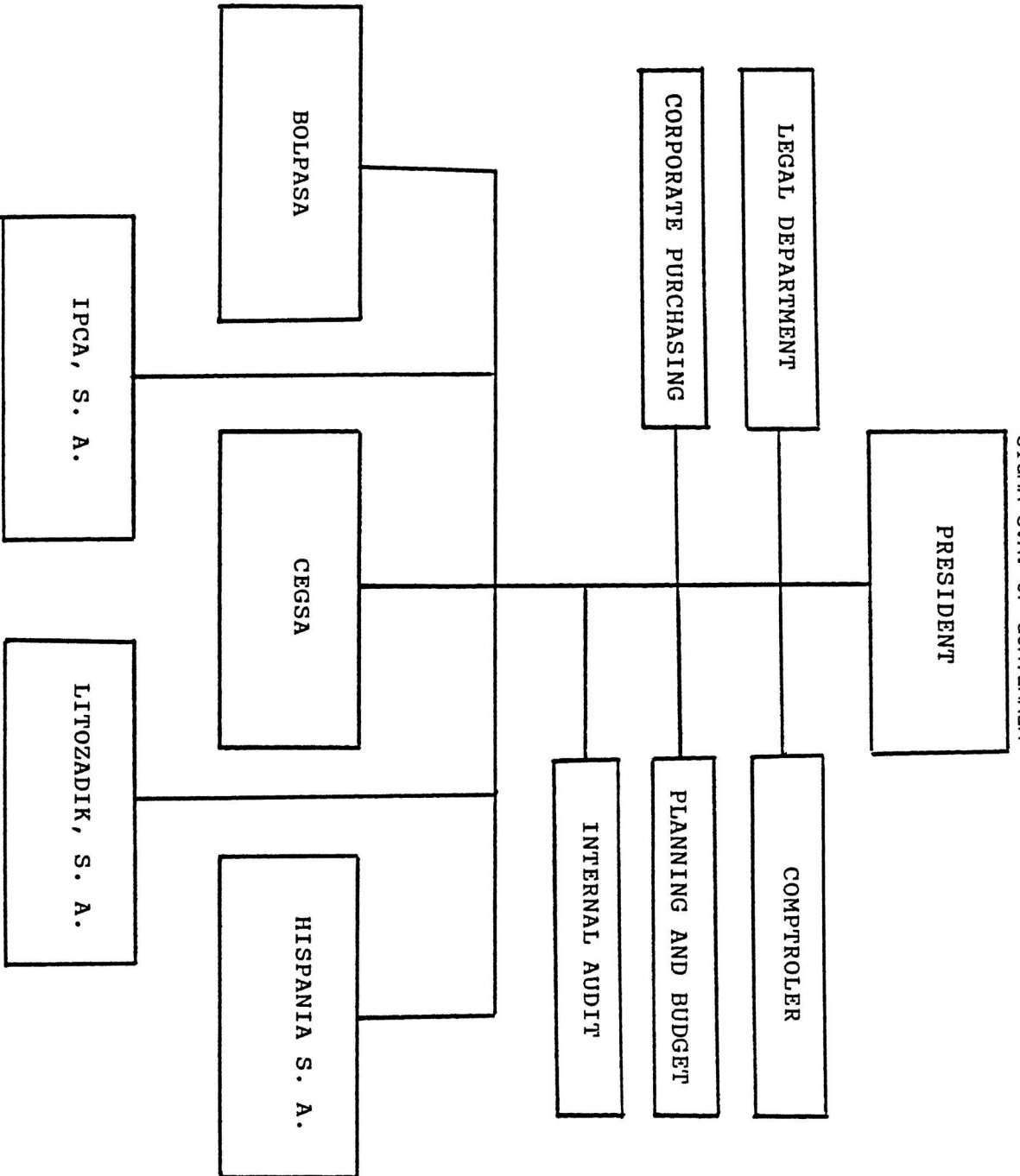
Sigma, S.A. in Guatemala has its own structure and incorporates the following companies: Bolpasa, Cegsa, Hispania, S.A., Ipca, S.A., and Litozadik, S.A. (See Figure 1).

Genesis of Litrografía Zadik, S. A.

Litografía ZADIK, S.A., as we know it today, had its roots in the company "Guatemala Offset Art", which was the printing house founded by Byron Zadik in February 8, 1926. From that time until December 17, 1977 the printing plant was operated at 10-23 9th Street in Zone 1 in Guatemala City.

In 1930 the name of the company was changed to "Litografía Byron Zadik y Cía." and it was operated under that name until 1952, the year in which Mr. Zadik died. That year his son Julio Zadik Bachmann took charge and

FIGURE 1
SIGMA S.A. OF GUATEMALA



the name of the company was changed to "Litografía Byron Zadik, S.C. Sucs." In 1970 it was organized into "Litografía Zadik, S.A."

From its founding in 1926 the company achieved its goal of providing high quality printing through the use of specialized equipment and highly trained personnel. Today Litografía Zadik is known throughout Central America as a company of optimum quality and excellent service.

The Zadik Company reached its golden anniversary on February 8, 1976. The earthquake that shook Guatemala four days earlier prevented the celebration of this accomplishment because the company installations were heavily damaged. This damage to the plant hastened the transfer of the company to a site that had been purchased some years earlier, thus realizing plans for expansion and improvement that had been previously made.

Therefore, on December 17, 1977, a new plant was opened on 48th Avenue and 3rd Street in Zone 7. This was not simply a plant transfer. New equipment including a state-of-the-art cutting machine, and the first high speed, four-color printing press in Guatemala, were installed to continue the company's status in the vanguard of the printing industry.

In 1985 despite adverse economic conditions in the Central American market, Litografía Zadik decided to in-

vest funds in the renovation of its equipment to improve quality and speed up delivery in order to continue its excellent service to its customers. It acquired another four-color offset press, and a two-color press, all of which had the latest technological features.

The quality and service Litografía Zadik currently provides has induced more and more companies to bring their package printing and general printing needs to the company. This increase in business necessitated an increase in the company's equipment and in 1987 it acquired a new flatbed press and a new binding machine with the latest technological features.

The talent and responsibility of its personnel, the confidence and satisfaction manifest by clients, as well as the modern technology of its equipment, have made Litografía Zadik a vibrant company at the cutting edge of the printing industry and a competitive leader in the graphic arts.

Company products

The products of Litografía Zadik, S.A. can be classified according to their use as follows: 1) package design and printing materials, such as boxes, envelopes, wrapping materials, labels, and industrial cardboard; 2) promotional printing, such as pamphlets, posters, and company promotional and product calendars; 3) commercial

printing, such as stamp albums, gift wrapping paper, printed boxes used by commercial companies, 4) editorial printing which is books, directories, etc.

Organizational structure

The organizational structure of Litografía Zadik, S.A. is divided into a General Directorate, two minor divisions, and three major departments (see Figure 2). The two minor divisions are: 1) Technical Division, and 2) Personnel Division. The major departments are: 1) Administration, 2) Sales, and 3) Production.

The description of Litografía Zadik, S.A. follows.

I. General Manager

This person administers the two minor divisions and the three departments under his control. He also has direct contact with the President of Guatemalan Sigma, S.A. over the administrative matters.

II. Technical Division

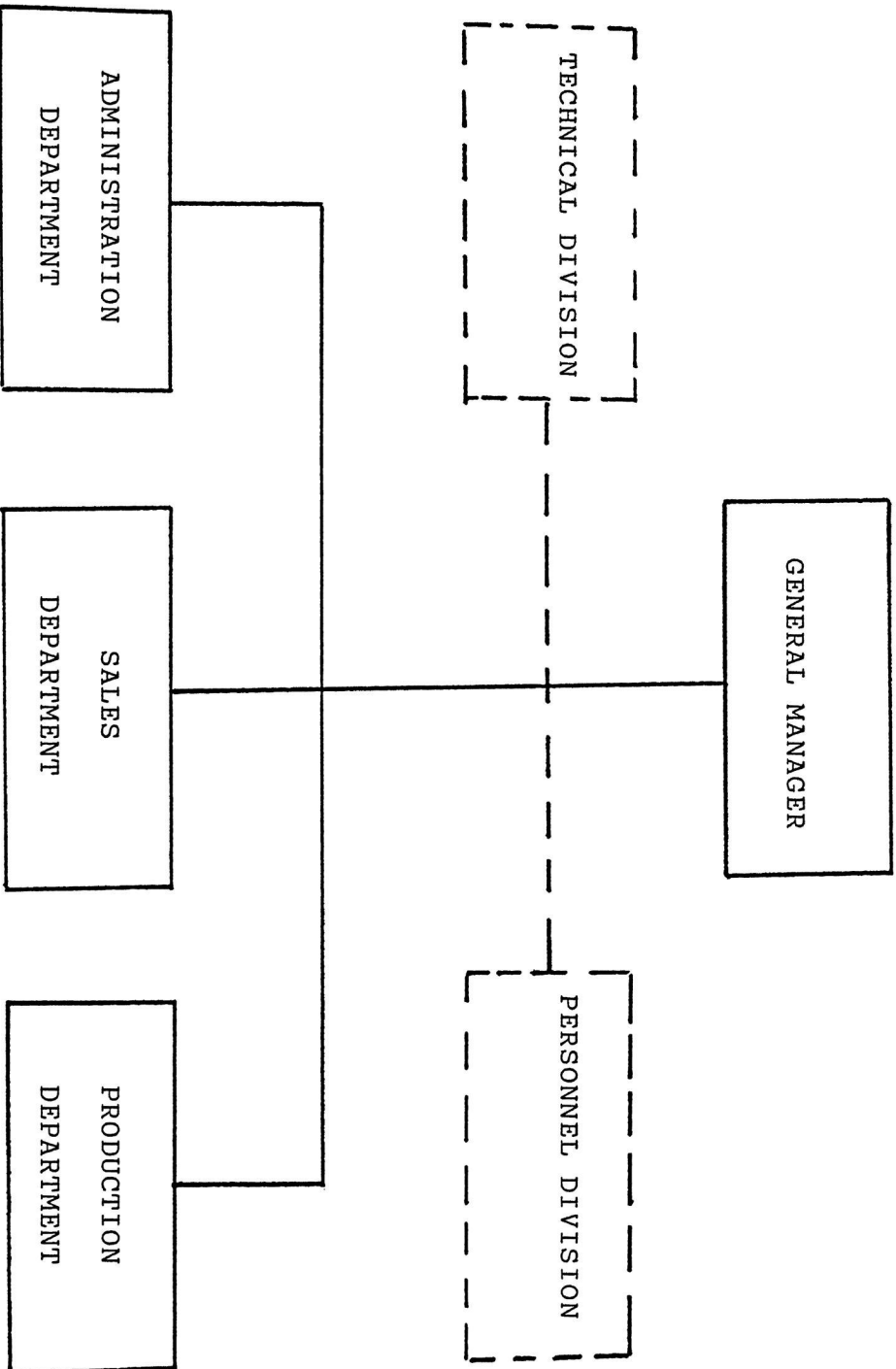
The function of this division is to provide the employees of production department with technical assistance regarding printing techniques. Its principal goal is to maintain printing quality control.

III. Personnel Division

The function of this division is the hiring of new personnel for the company and the

FIGURE 2

LITOGRAFIA ZADIK S. A.
ORGANIZATIONAL STRUCTURE



dismissals of those that do not accomplish their work duties. He also has to deal with employees' legal affairs.

Its principal goal is to observe the employees behavior and deal with their personal needs and problems.

The work of Personnel Manager includes: 1) evaluation of the needs of the organization, evaluation of the human resources and how well the company is matching needs and resources, 2) motivation of the employees through financial incentives, such as wage payment plans, and fringe benefits, 3) development of the employees through on the job training, and through preparing them for advancement.

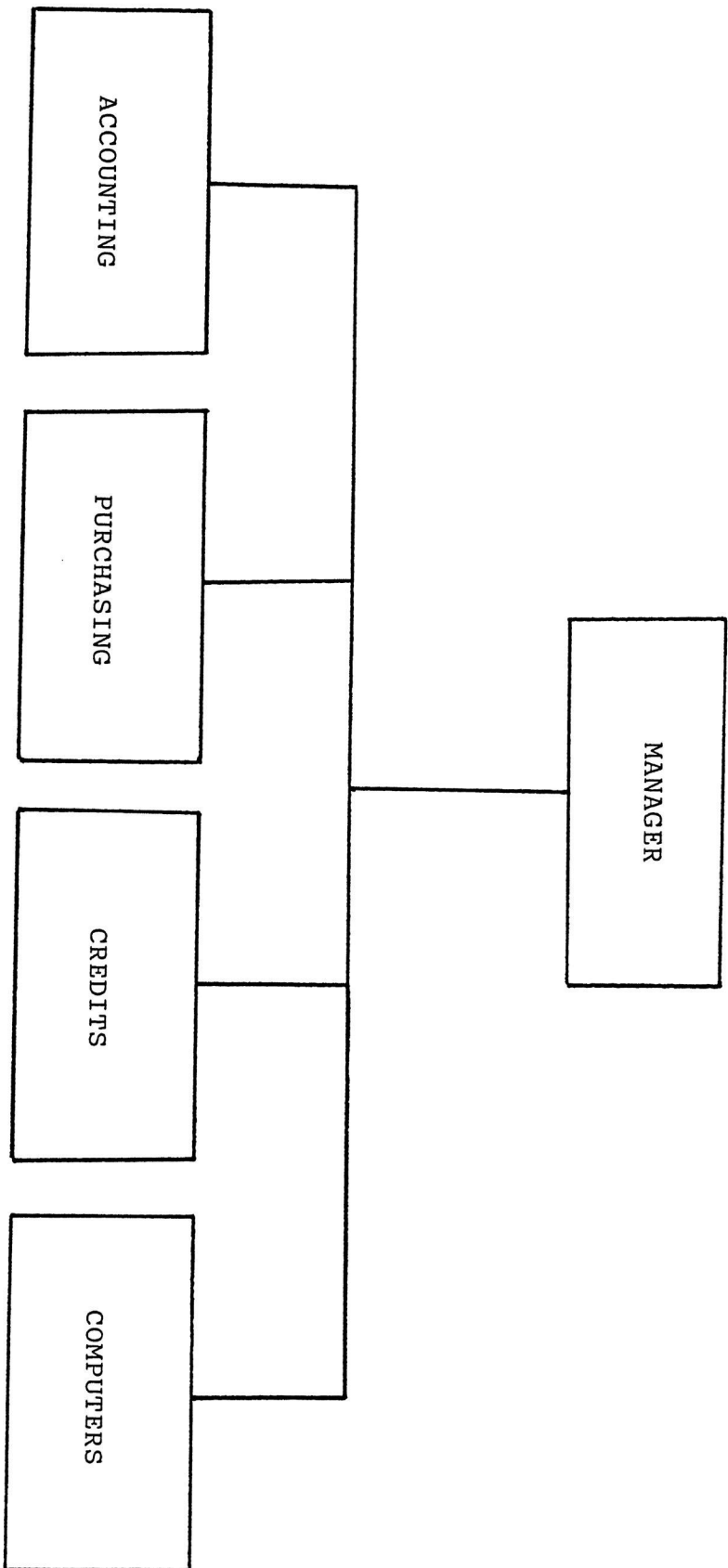
IV. The Three Major Departments

1) Administration Department

Its principal goal is the administration of the company budget. It supervises the company accounting, the purchase of materials, and the payment of the employees.

This department has 40 employees and an Executive Manager who controls the supervisors of four divisions: Accounting, Purchasing, Credits, and the Computer Department (See figure 3).

FIGURE 3
LITOGRAFIA ZADIK S. A.
ADMINISTRATION DEPARTMENT



2) Sales Department

Its functions are the planning of the company's sales strategies and maintaining the living, training, supervision, and motivation of salesmen to carry out those strategies. The most important functions of this department are to find sales people who are likely to be productive self-starters, train them, assign them to the right territories, motivate them, and keep track of their efforts.

This department has 8 employees and an Executive Manager who controls the supervisors four divisions: Sales Representation, Warehouse, Sales Control, and Estimator. (See figure 4).

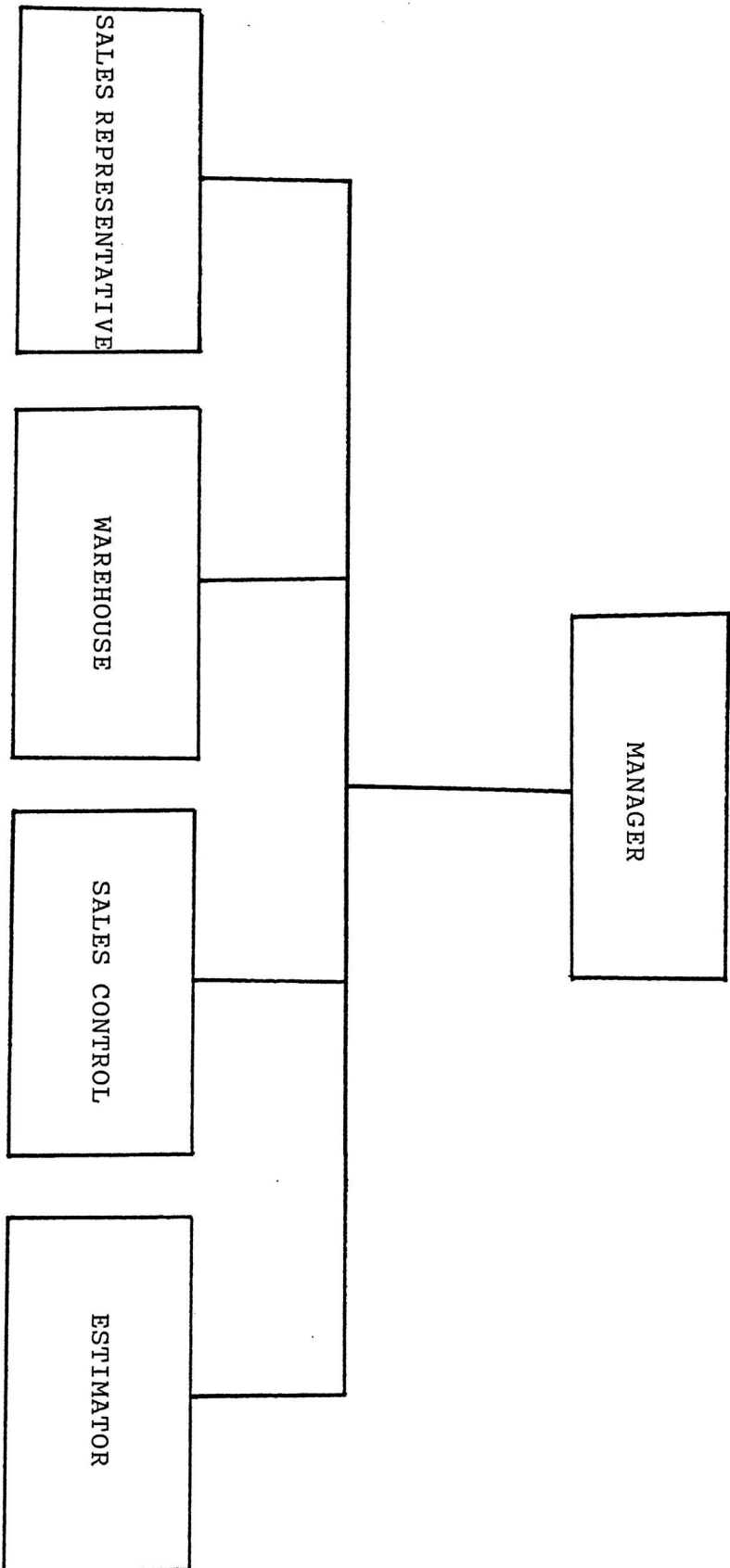
3) Production Department

The functions of this department are production planning, production control, and inventory control.

1) The production planning function sets the limits or levels of manufacturing operations for the future and forecasts requirements for men, machines, materials and money.

2) The production control function involves regulating the orderly movement of goods through the entire manufacturing cycle, from the requisitioning of raw materials to the delivery of the finished product. It also regulates the Photographic Laboratory which prepares designs and graphics for the contracted

FIGURE 4
LITOGRAFIA ZADIK S.A.
SALES DEPARTMENT



work which requires them. The photographic laboratory also prepares the engravings needed to print the required designs and graphics.

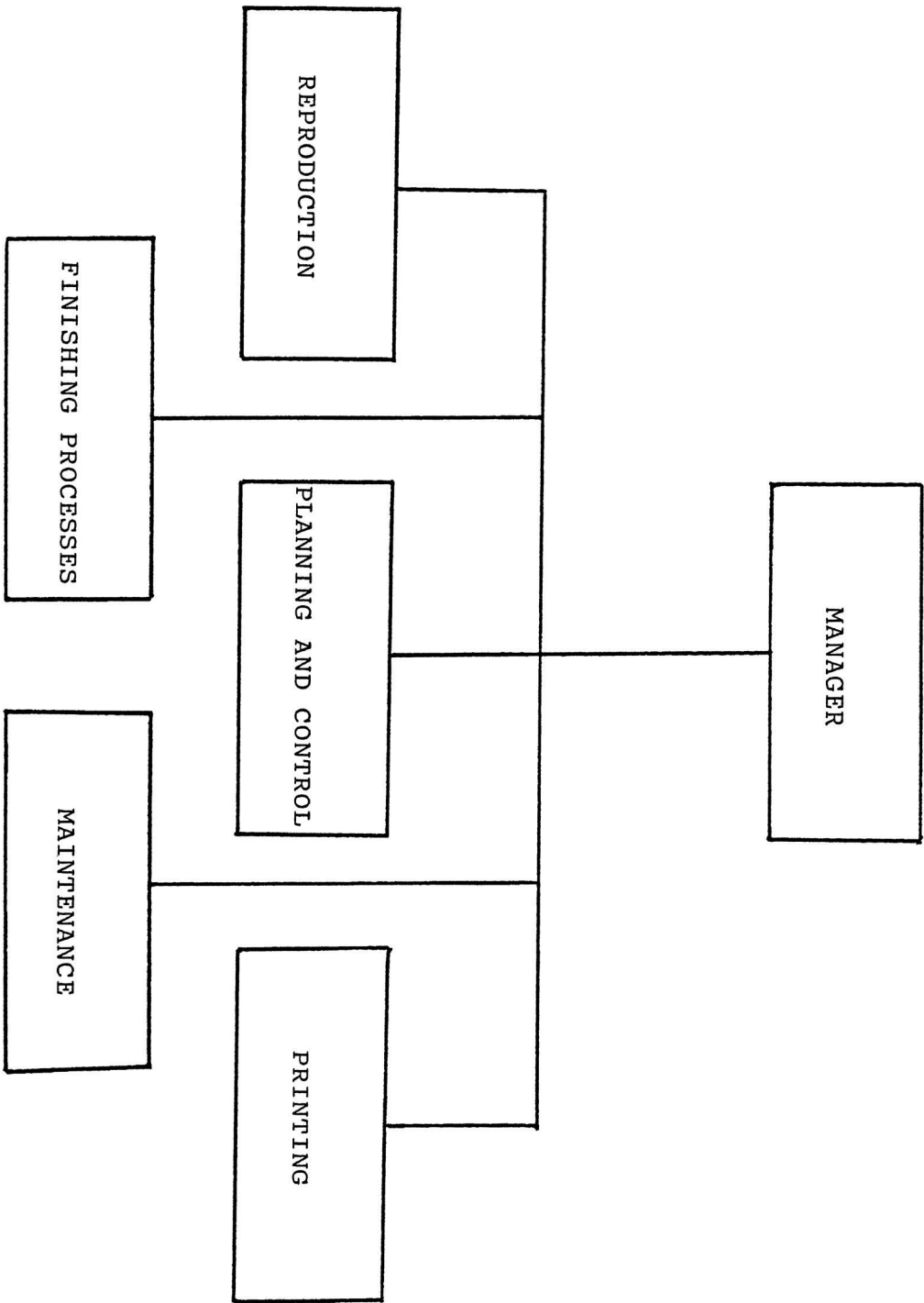
3) The inventory control function refers to the maintenance of inventories consistent with planned production schedules and forecast sales requirements. This department has 223 employees and an Executive Manager who controls the supervisors of six divisions: Reproduction, Planification and Control, Printing, Finishing Process, and Maintenance (See Figure 5).

Litografía Zadik, S.A.'s Installations

Litografía Zadik, S.A.'s Installations are designed with the most advanced engineering techniques and modern design to make them more comfortable, functional, and attractive to those who use them. These modern and spacious installations are located in two contiguous buildings (See figure 6).

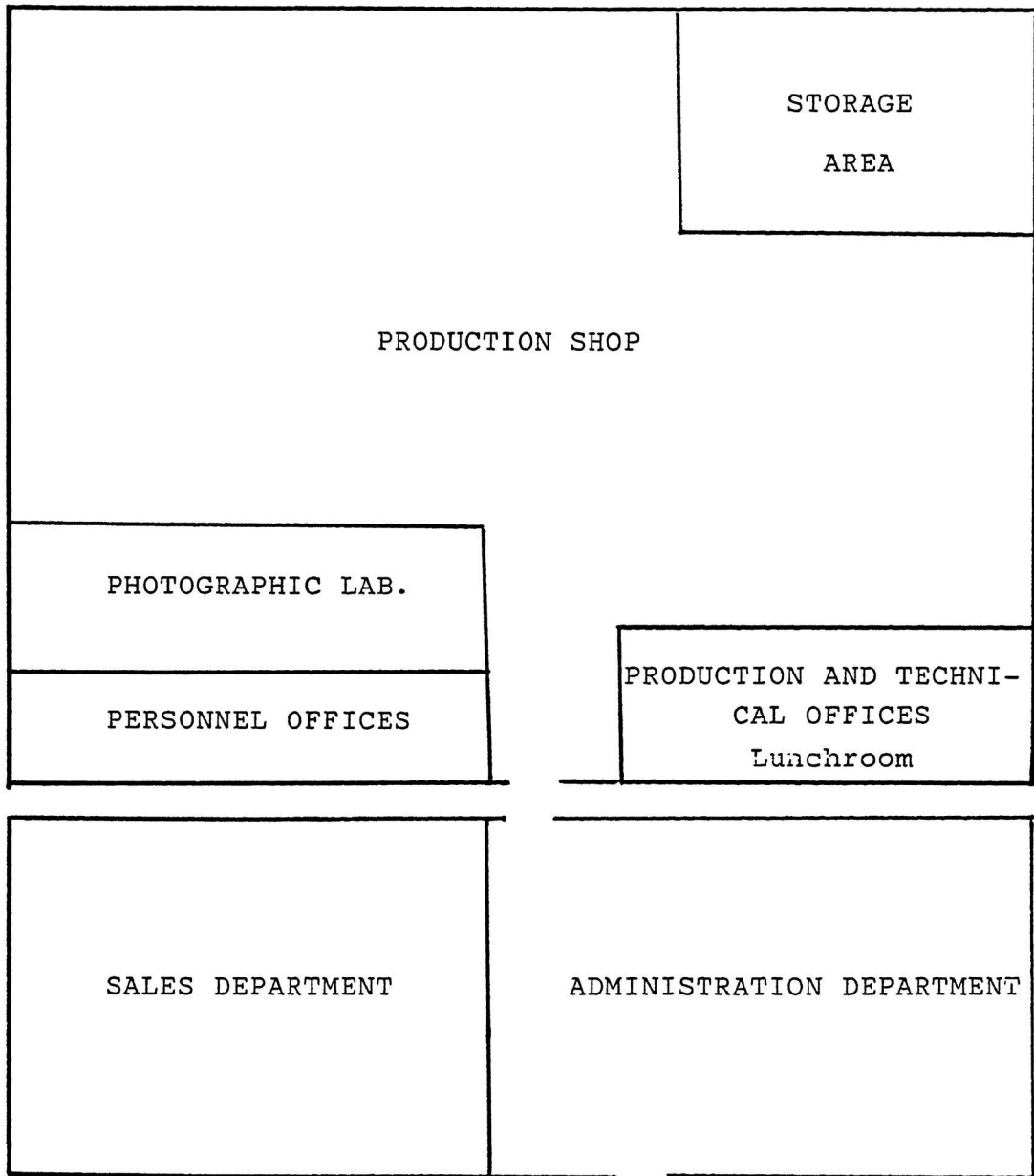
The first building contains: 1) the reception area, 2) the general manager's office, 3) the administrative offices, 4) the sales offices, 5) the secretarial pool, 6) the computer center, and 7) the file room. In the second building are located: 1) the personnel offices, 2)

FIGURE 5
LITOGRAFIA ZADIK S.A.
PRODUCTION DEPARTMENT



LITOGRAFIA ZADIK S. A.

INSTALLATIONS



STREET

the lunchroom, 3) the production offices, and 4) the offices of the technical manager, 5) the photographic laboratory, 6) the production shop, and 7) the storage area.

The above description has provided a general overview of Litografía Zadik, S.A. Next a similar description is presented for Litografía Mayaprin, S.A.

LITOGRAFIA MAYAPRIN, S.A.

Genesis

Mayaprin, S.A. is a Guatemalan corporation that was organized on July 2, 1982. The firm is dedicated to producing lithography. Its essential objective is to compete in the lithographic market of Guatemala.

While the company began with 8 workers 4 owners, and 5 clients, it currently has 51 workers and 50 clients. The company is not interested in expanding its clientele, but rather in expanding its services to the clients which it already serves.

The company has some unusual social services which are: 1) the distribution of 20 percent of the annual profits of the company to its employees; 2) life insurance for all employees; 3) medical insurance for the company executives; 4) the provision of daily snacks; 5) full coverage of surgery for employees; 6) the benefits mandated by Guatemalan law which are one full month's

salary at Christmas time, a paid vacation, and cash bonuses; 7) full indemnity of a month's salary for even those who resign from the company voluntarily; 8) minimum salary requirements; and 9) Christmas holiday activities. The company maintains job descriptions only for the positions in the administrative department.

Company products

The products of the company are: labels, posters, pamphlets brochures, greeting cards, envelopes, medical forms, and promotional calendars.

Organizational Structure

The organizational structure of Litografía Mayaprin, S.A. is divided into a General Directorate, and three major departments. The four major departments are 1) Administration, 2) Sales, and 3) Production (See figure 7).

I. General Manager

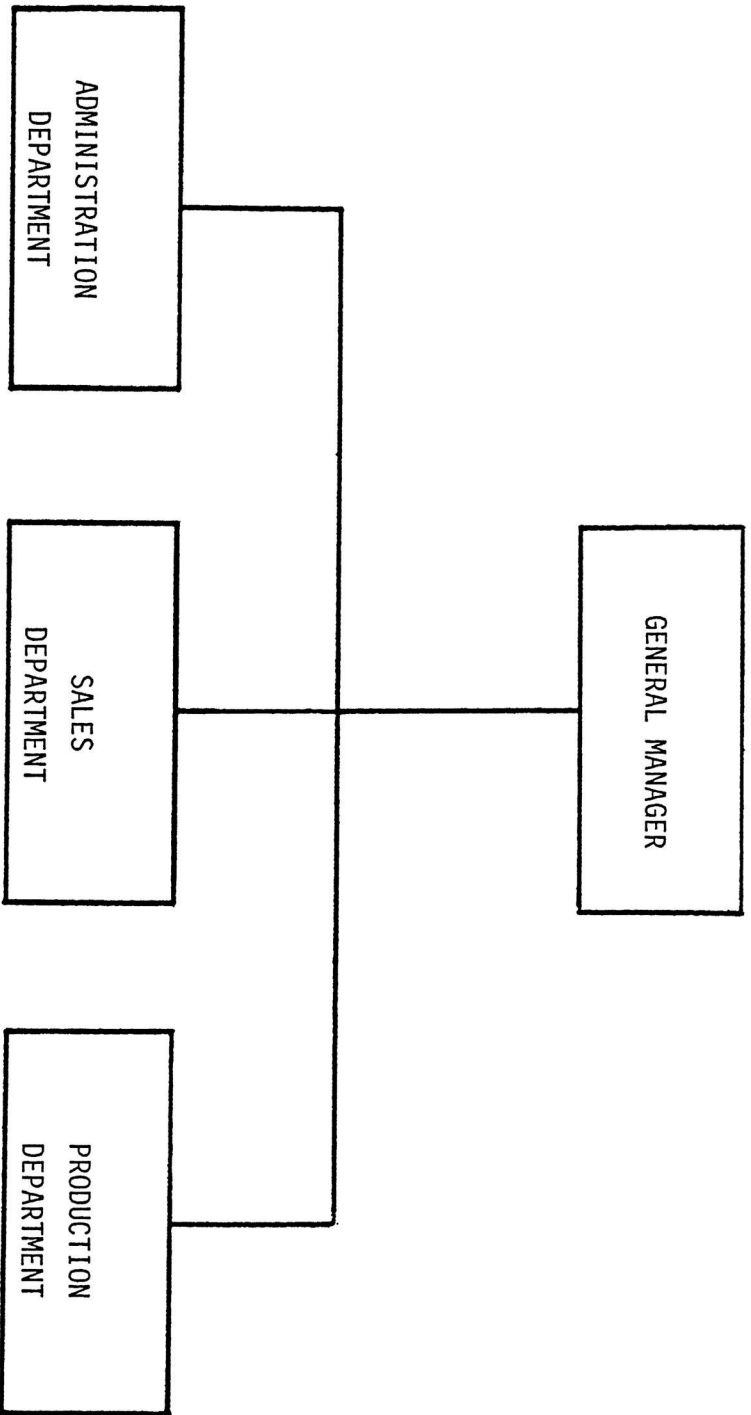
His function is to administer the four departments under his control.

II. The Three Departments

1) Administration Department

Its principal function is the administration of the company budget, and financial resources. It supervises

FIGURE 7
LITOGRAFIA MAYAPRIN, S.A.
ORGANIZATIONAL STRUCTURE



the company accounting, the purchase of materials, and the payment of the employees.

2) Sales Department

Its function is to plan the company's sales strategies and to provide training, supervision, and motivation of salesmen to carry out those strategies.

The sales manager's most important functions are to find sales people who are likely to be productive self-starters, train them, assign them to the right territories, motivate them, and keep track of their efforts.

3) Production Department

Its functions are: production planning, production control, and inventory control.

1) Production planning consists of setting the limits or levels of manufacturing operations in the future with consideration being given to sales forecast and the supply and demand for men, machines, materials, and money.

2) Production control regulates the orderly movement of goods through the entire manufacturing cycle, from the requisitioning of raw materials to the delivery of finished products.

3) Inventory control refers to the maintenance of inventories consistent with planned production schedules and sales forecast requirements.

This department includes the photographic laboratory whose function is to prepare designs and graphics for the contracted work which requires them. The photographic laboratory also prepares the engravings needed to print the designs and graphics required.

Litografía Mayaprin S.A.'s Installations

Litografía Mayaprin S.A. has its installations in three rented areas in a large office building that serves several businesses and offers commercial offices space. The areas, although not contiguous, are easily accessible.

The first floor of the building has 1) the general manager's office, 2) the administrative offices, and 3) the sales offices. The basement of the building has two areas where 1) the photographic laboratory and 2) the production department are located. (See figure 8)

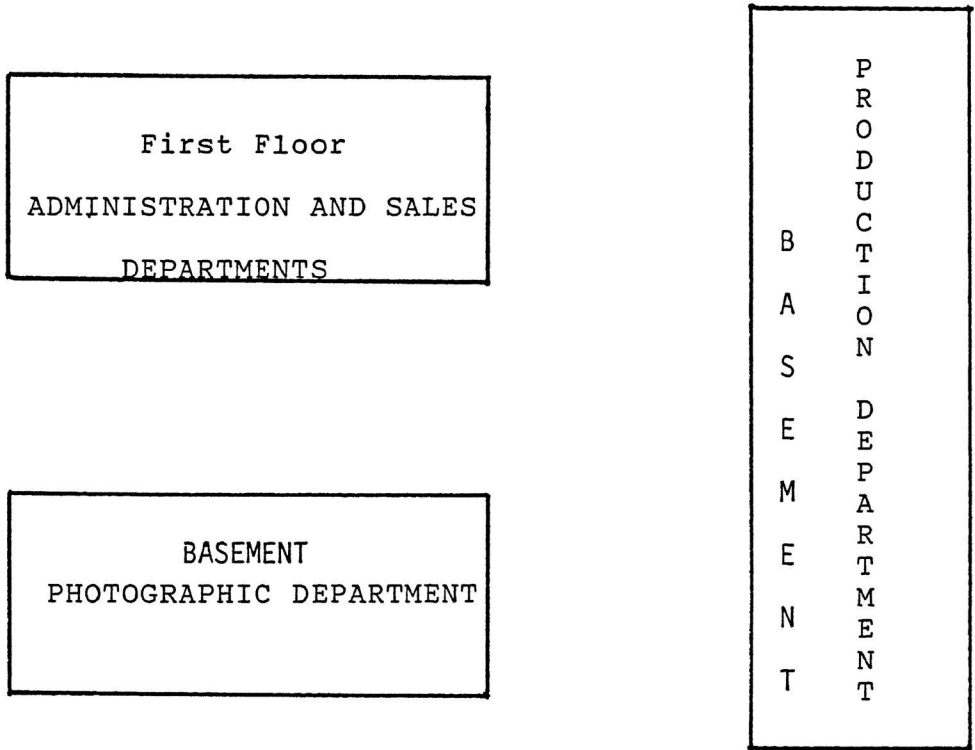
SUMMARY AND CONCLUSIONS

This chapter began with an overview of the social, economic, and political situation of Guatemala today. The data presented showed that although the social and political situation is still conflictive and unstable, the economy is experiencing a considerable growth in the agriculture, manufacturing, construction, transportation, tourism, non-traditional agricultural exports, and con

FIGURE 8

LITOGRAFIA MAYAPRIN, S. A.

INSTALLATIONS



STREET

struction industries. The second section described in detail the two companies where the data for study was collected. The description of both companies revealed that, although the two companies have the same goal of providing high quality printing through the use of specialized equipment and highly trained personnel, the two companies are different in many ways. Litografía Zadik, S.A. is a big company with 62 years of experience and a good reputation in the Guatemalan and international markets. It also has a traditional system of benefits for its employees. The company follows the bureaucratic management style which characterizes large Guatemalan companies. Litografía Mayaprin, on the other hand, is a small company with 7 years of experience and a very attractive system of benefits for its employees. As a new company its managers and employees are eager to make it a competitive organization in the Guatemalan and international markets. These conclusions will be taken into account by the researcher when interpreting the data collected for this study.

CHAPTER FOUR

METHODOLOGY

This chapter, which describes the research methodology used in this study, is divided into four main sections. First, the "Communication Satisfaction Questionnaire" is described. Second, the administrative procedures are reported. Third, the selected samples are described. And fourth, the data analysis techniques used in the research are reported.

COMMUNICATION SATISFACTION QUESTIONNAIRE

The "Communication Satisfaction Questionnaire", which was developed by Cal W. Downs and Michael D. Hazen, was according to Greenbaum (1986, 1) one of the two most popular instruments used to measure organizational communication during the eight period, 1976-1983. And the trend of research usage was towards increasing applications of this technique during the later years of this period. Over the past six years many communication audits have been conducted using the Communication Satisfaction Questionnaire (Clampitt and Girard, 1987, 5).

The Communication Satisfaction Questionnaire was designed to explore the relationship between communication and the outcome variable of job satisfaction (Downs

and Hazen (1977,63-73). Downs and Hazen determined that the communication satisfaction construct was multidimensional, having eight dimensions. The primary dimensions of communication satisfaction included: 1) general organization perspective, 2) organizational integration, 3) personal feedback, 4) relations with supervisor, 5) horizontal-informal communication, 6) relations with subordinates, 7) media quality, and 8) communication climate.

Development

The Communication Satisfaction Questionnaire was developed in three stages (Downs and Hazen, 1977, 63-73).

First Stage

An original questionnaire of 88 items was developed, administered, and factor-analyzed. Items were gathered from a detailed examination of the communication and organizational literature, other research instruments, three pilot studies (in the form of marker variables), and a collection of critical incidents. The questionnaire was administered to a heterogeneous group of 225 employees that were selected from the army, hospitals, professional organizations, universities, government agencies, and a wide variety of businesses across the United States. As a result of a factor analysis of the satisfaction items, 8 factors of communication satisfaction were

isolated. These factors were selected for the following reasons: first, they were the most consistent over the factor analytic work; second, they accounted for the largest part of the variance; and third, they represented the consistent separation of certain marker variables from earlier pilot studies.

Second Stage

On the basis of the factor analytic study in the first stage, a communication satisfaction questionnaire was constructed to measure each of the eight factors. Five items were selected to represent each factor. The criteria for the selection of these items were: 1) that each item had its primary loading on the dimension, 2) that it discriminated between satisfied and dissatisfied subjects, and 3) that it had a primary loading of .40 or above on the factor. The instrument was constructed so that each respondent was asked to indicate his/her degree of satisfaction with that particular item on a one to seven point scale that ranged from being "very satisfied" to being "very dissatisfied." Additionally, each subject was asked to indicate his/her global level of job satisfaction. The questionnaire was administered in four different organizational settings in California, Illinois, Florida, and Minnesota. The results supported the findings of the first stage, because the items tended to

cluster along the same eight factors, and there was a great stability in the way they clustered.

Third Stage

The relationship of each factor to job satisfaction was explored to determine which communication dimensions interacted most with job satisfaction. It could be seen that the communication satisfaction dimensions which correlated most highly with job satisfaction were Personal Feedback, Relation with Supervisor, and Communication Climate (Downs and Hazen 1977,64).

Structure

The actual structure of the Communication Satisfaction Questionnaire is as follows (Clampitt, 1988, 118-119).

Two questions (#3 and #41) are open-ended and seek to determine what types of communication changes could be made that would increase employee satisfaction and productivity. The responses to these open-ended questions provides a useful check and confirmation of the results of the data gathered from the other questions.

Four items (#1, #2, #39, and #40) refer to the "end-product" variables. Two of them (#1 and #2) ask employees to indicate their degrees of job satisfaction and whether their level of job satisfaction has decreased,

increased, or stayed the same over the past six months. Questions #39 and #40 are used to measure employees productivity.

Thirty five items ask about employees' satisfaction with various types of communications. Seven out of the eight factors correspond to this part of the instrument. Five more items ask about supervisors satisfaction with some aspects of their subordinates' communication.

Finally, there are items that may be used to ask demographic questions, such as the employees' education, age, tenure, and the department in which they work. Moreover, companies can add other questions to the survey in order to gather more information regarding a specific topic such as, for example, Media Quality.

Response Format and Scoring

The 40 items which refer to communication satisfaction are scored on identical 7 point scale, with 1 being "very satisfied" and 7 being "very dissatisfied". There is one job satisfaction which is scored on a 7 point scale with 1 being "very dissatisfied" and 7 being "very satisfied". There is also just one "productivity on the job" item which is scored on a 7 point scale with 1 being "very low" and 7 being "very high".

The Scoring Summary for the eight factors yields a total score for each factor and provides for the

interpretation of that total score for a given dimension on a 7 category scale, with 5-9 being "very satisfied", 9-13 being "satisfied", 14-18 being "somewhat satisfied", 19-21 being "indifferent", 22-26 being "somewhat dissatisfied", 27-31 being "dissatisfied", and 32-35 being "very dissatisfied".

Communication Satisfaction Dimensions

The eight dimensions of the Communication Satisfaction Questionnaire, described in Chapter Two, included the following:

1. Organizational Perspective

This dimension relates to general information about an organization as a whole.

2. Personal Feedback

This dimension relates to the information the employees receive about how they are accomplishing their job, and the recognition they get in their job setting.

3. Organizational Integration

This dimension focuses on the information available in the immediate work environment.

4. Relation with Supervisor

This dimension examines how good the two-way vertical communication exchanges are among subordinates and their superiors.

5. Communication Climate

This is a broad dimension that deals with general attitudes toward company communication.

6. Horizontal Communication

This dimension factor examines both formal and informal communication among employees.

7. Media Quality

This dimension focuses on media or channels of communication.

8. Relation with Subordinates

This dimension investigates the two-way vertical communication exchanges that superiors have with their subordinates.

9. Job Satisfaction

This dimension examines how satisfied the respondents are with their jobs.

10. Job Productivity

This dimension investigates how the respondents rate their productivity in their job.

Reliability assessment

Two types of reliability assessment support the Communication Satisfaction Questionnaire.

Test-Retest Reliability

To test reliability, Downs and Hazen (1977,69) administered the Communication Satisfaction Questionnaire

to twenty subjects. One week later it was readministered to the same subjects. The reliability coefficient between the two administrations was .94.

Internal Consistency Reliability

A study done by Crino and White (1981, 835-836) to examine the dimensional stability and the intrascale internal consistency of the Downs and Hazen instrument, showed two estimates of internal consistency for each subscale. 1. The alpha coefficient are quite high, ranging from a low of .75 for Horizontal Informal Communication to a high of .86 for Personal Feedback. 2. The average correlation among subscale items are also considered "quite high" ranging from .38 for Horizontal Informal Communication to .54 for Personal Feedback.

Validity Assessment

Downs and Hazen (1977, 65-71) applied both the construct validity and the discriminant validity test to the Communication Satisfaction Questionnaire.

Construct validity

The original questionnaire of 88 items was administered to many organizations and the factor were analyzed. The same was done with the revised questionnaire of 46 items in order to compare the factor structures derived from each. The findings showed a great amount of stability among the factors. Crino and White (1981, 835) con-

clude that there is support for an eight factor solution, with some reservations.

Discriminant Validity

The results of item validity analyses, done by Downs and Hazen (1977, 69-71) in the second stage of the instrument development, revealed that 83 out of the 88 items discriminated significantly between "satisfied" and "dissatisfied" workers. All of the items which loaded significantly (.40 or above) on the communication satisfaction dimensions discriminated significantly between "satisfied" and "dissatisfied" workers.

The Evaluation of the Communication Satisfaction Questionnaire according to Clampitt and Downs (1987, 14-16) revealed: 1) the thoroughness of the construction of this satisfaction measure (Hecht, 1978, 363), and 2) the reasonableness of an eight factor solution (Crino and White, 1981; Downs and Hazen, 1977; Wippich, 1983).

Some researchers have suggested that communication satisfaction questionnaire factors should be refined (Crino and White (1981, 834-837); Clampitt and Downs (1978, 23); and Clampitt and Girard (1987,16). Specifically, Pincus advocates adding another factor: Top Management Communication (Pincus, 1978,23), and Clampitt and Girard (1987,6-7) proposed that a 5-factor solution appears more useful than the originally proposed eight (Downs and Hazen, 1977). Their research suggests that two

new dimensions, General Communication Effectiveness and Informal Communication, could be added and that certain factors may be unique to different types of industry.

Uses of the instrument

Over a dozen theses, dissertations, and studies have used the communication satisfaction instrument to analyze organizational communication. In general, these studies have been simple case studies and have focused on the relationship between communication satisfaction and job satisfaction. Table 4.1 contains some of the researchers, organizations, subjects, and national settings that have been used in these investigations.

PROCEDURES

The first thing needed to conduct this study was a translation of the English version of the Communication Satisfaction Questionnaire into Spanish. This translation was carefully done based on the first Spanish version of the instrument used by Carlos Vidal Alum (1982) to study the communication satisfaction factors in a Mexican company. A complete revision of this version was made by the

TABLE 4.1

Communication Satisfaction Research

<u>Researcher</u>	<u>Organization</u>	<u>Subjects</u>	<u>Size</u>	<u>Response</u>	<u>Country</u>
1 Avery (1977)	Government Agency	Government Employees	135	61%	U.S.A.
2 Thiry (1977)	Hospitals and Clinics	Registered Nurses	1,069	71%	U.S.A.
3 Gordon(1979)	University	Admin.	41	66%	U.S.A.
4 Kio (1979)	Government and Business	Admin. and Line Workers	134	100%	Nigeria
5 Nicholson (1980)	Urban School District	Admin. and Teachers	290	72%	U.S.A.
6 Jones (1981)	Rural School District	Admin. and Teachers	142	71%	U.S.A.
7 Duke (1981)	Urban School District	Bus. Ed. Teachers	309	63%	U.S.A.
8 Alum (1982)	Service Organization	Managers Line Workers	274	72%	Mexico
9 Wippich (1983)	Urban and Rural School Districts	Teachers	150	75%	U.S.A.
10 Pincus (1986)	Urban Hospital	Nurses	327	66%	U.S.A.
11 Clampitt (1987)	Various	Managers and Workers	1,494	85%	U.S.A.

researcher and two Central American professionals (one from Guatemala and the other from Costa Rica) who were very fluent in both the English and the Spanish languages and who were also experienced in the translation of English into Spanish. This revision of Vidal's Spanish version of the questionnaire was done because it was thought that some cultural adaptation regarding language and business practices were necessary to make it adaptable to the nation of Guatemala. Although Mexican and Guatemalan cultures are very similar, they are different in some ways, especially regarding the use of some words in the organizational context. As a result of this effort, the Spanish version used in this research is slightly different from Vidal's. The Spanish version of the instrument used in this study is in Appendix A and the English version is in Appendix B.

The second step was to select two Guatemalan companies in which the study was to be done. Initially, contact was made with two Guatemalan business persons. A letter with specific instructions was sent to them along with a copy of the Spanish version of the Communication Satisfaction Questionnaire. In this letter they were told the way to proceed in order to contact the companies about the research project. First, they were told to contact two Guatemalan companies with an average of 100 to 150 employees. One of them should be a Multinational

company, and the other a Guatemalan private company. Second, they were told to make the contacts with the companies' owners or presidents, give them a copy of the Communication Satisfaction Questionnaire, and inform them that the information collected would be confidential and would be used only for the research purposes. They were told that no question on the Communication Satisfaction Questionnaire could be eliminated or changed, and that it was possible to add some questions if they wanted to know the opinion of their employees regarding specific topics. Suggestions related to the words used in the Communication Satisfaction Questionnaire were encouraged in order to have a more valid Spanish translation of the instrument. Finally, they were informed that the researcher would personally travel to Guatemala to conduct the study.

Several companies were contacted, and two of them were selected because the presidents of the companies showed more interest in the research and were more willing to cooperate with the project. The final decision about which companies to choose was made by the researcher after a personal contact with the presidents of those companies. The two companies selected were Litografía ZADIK, S.A. which is part of a multinational group called SIGMA, S.A., and Litografía Mayaprin, S.A. a small private company.

After the presidents of both companies agreed to participate in the research project, a meeting was held with the companies' managers to discuss the study's purpose and methods. Suggestions regarding the words used in the questionnaire were encouraged and the possibility of adding new questions was mentioned. The managers agreed that their employees would be able to answer the questionnaire, with the exception of some illiterate employees at the lowest level of the production department of Litografía Zadik. These employees were excluded from the study for that reason.

A manager in each company explained the study's purpose and the timetable to all of the employees by departments. The employees were assured that their participation was completely voluntary and that their responses would be held in the strictest of confidence. They also were encouraged to participate and to be honest because the results of the study would be used to improve the communication practices in their company.

The questionnaire was administered to groups which met together in a room or in the place where they were working. The researcher explained to each group the characteristics of the questionnaire and the way to answer its different sections. He also encouraged employees to feel free to ask for help if the meaning of some questions were not very clear. Few employees asked for help,

and that was taken by the researcher as proof that the employees understood the questionnaire.

SELECTION OF THE SAMPLE

The Litografía Zadik company had 273 workers. The number of employees who answered the questionnaire was 122 (45%). They were divided into three Departments: Administration, Sales, and Production. The lowest level of the employees in the production department were excluded due to the fact that some of them were illiterate. These employees served as helpers to the machine operators. The evening and night shifts of the production department were also excluded.

Response rates by work units within the organization are illustrated below.

<u>Departments</u>	<u>Supervisors</u>	<u>Nonsupervisors</u>	<u>Totals</u>
Administration	3	28	31 (76%)
Sales	1	8	9 (100%)
Production	12	70	82 (37%)
Totals:	16	106	122 (45%)

In the Litografía Mayaprin company a total of 45 out of 51 employees were surveyed. Only 6 employees from the production department did not answer the questionnaire. Responses by work units within the organization were:

<u>Departments</u>	<u>Supervisors</u>	<u>Nonsupervisors</u>	<u>Totals</u>
Administration	2	8	10 (100%)
Sales	1	3	4 (100%)
Production	2	29	31 (84%)
Totals	5	40	45 (88%)

The questionnaire was administered to groups of 15 to 20 persons who met together in a room. The researcher was present in each group. A full explanation of the survey was given to each group in order to avoid any misunderstanding. The respondents were allowed to ask questions about the content and the meaning of the items while they were answering the instrument.

DATA ANALYSIS

The related data analysis techniques which have been used for this study are reviewed next. Quantitative and qualitative data were used to answer the research questions that were formulated for this study.

Quantitative Analysis

The data collected from the two companies was entered in a "IBM 6000" computer and analyzed, utilizing the Statistical Computer Package for the Social Sciences (SPSSX), to perform the following statistical procedures.

1. Frequency distribution

The frequency distribution for each of the items were obtained along with a bar chart. This allowed the researcher, at a quick glance, to tell how often each of the responses was selected. He could also see whether one of the responses was an overwhelming favorite or whether responses were about equally likely.

2. Rank Order

Each of the items were ranked in order of means from most to least satisfied. This procedure allowed the researcher to determine very quickly the areas with which employees were highly satisfied, those with which they were moderately satisfied, and those about which they were least satisfied. These groupings could be examined to determine which questions clustered together and pointed to areas of relative strengths and weaknesses.

3. Factor Score

The factor scores for each of the eight communication dimensions were calculated from the means, and then ranked in order from most to least satisfied. This procedure allowed the research to determine very quickly the factors with which employees were high satisfied, those with which they were moderately satisfied, and those with which they were low satisfied. Hence, he could determine

which factors were pointed to areas of relative strengths and weaknesses.

4. Correlation

A Pearson correlation matrix between the eight communication satisfaction factors and job satisfaction and between the eight communication factors and perceived productivity was obtained. The SPSSX was used for this analysis. This allowed the researcher to detect the degree of association (small, moderate, or large) between the eight communication satisfaction factors and job satisfaction and productivity within each organization, and then together (Kenny 1987, 111-112).

5. One-way Analysis of Variance (ANOVA)

The following groupings of the organizations under study were compared by making One-Way Analysis of Variance with the SPSSX.

a) Administration, Sales, and Production departments were compared regarding the eight communication satisfaction factors, overall job satisfaction, and overall perceived productivity. These comparisons were made for the two organizations combined and then within each organization separately.

b) Four different levels of Tenure (less than 1 year, 1-3 years, 4-6 years, more than 6 years) were com-

pared regarding the eight communication satisfaction factors and overall job satisfaction, and overall perceived productivity. These comparisons were made for the two organizations combined and then within each organization separately.

c) Managers and non-managers were compared regarding the eight communication satisfaction factors and overall job satisfaction, and overall perceived productivity. These comparisons were made for the two organizations combined and within each organization separately.

d) Job satisfied and nonsatisfied employees were compared regarding the eight communication satisfaction factors and perceived productivity. These comparisons were made for the two organizations combined and then within each organization separately. The levels of job satisfaction were established as "satisfied" from 1 to 4 and "dissatisfied" from 5 to 7 in a scale of 1 to 7.

e) Productive and nonproductive employees were compared regarding the eight communication satisfaction factors and job satisfaction. These comparisons were made for the two organizations combined and within each organization separately. The levels of perceived productivity were established as "productive" from 1 to 4 and "nonproductive" from 5 to 7 in a scale of 1 to 7.

f) The two companies were compared with each other regarding the eight communication satisfaction factors

and job satisfaction and perceived productivity.

Finally, the means of the communication satisfaction factors of six American companies were compared with the two Guatemalan companies.

Qualitative Analysis

The Spanish answers to the open-end questions were analyzed using the procedure of content analysis which involved the following six steps (Clampitt 1988, 126-127):

1. The researcher read through the entire list of responses and, after a thorough review of all the responses, classified them into non-overlapping categories based on the eight communication satisfaction dimensions and the new ones that emerged.

2. Another rater followed the same pattern. This person was a Spanish speaking native of Latin America who held a Ph.D. degree in Organizational Behavior.

3. The two raters reconciled the differences between their category lists regarding the new ones that emerged. A working list of categories was agreed upon for each open-ended question.

4. Then both raters separately categorized each response according to their working list of categories.

Reliability was determined by comparing the number of coding agreements between the raters. The following

formula was used to calculate the reliability (Holsti, 1969,140).

$$2 (M)$$

$$\text{Reliability} = \frac{2 (M)}{N_1 + N_2}$$

M = Number of coding decisions on which there was agreement.

N1 = Total number of coding decisions by rater 1.

N2 = Total number of coding decisions by rater 2.

Since records had been kept by companies, works units and positions, the suggestions were grouped according to those categories.

The results of the data analysis are reported in the next chapter.

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CHAPTER FIVE

FINDINGS AND RESULTS

This chapter reports in both separate and combined forms the results obtained from administering the Communication Satisfaction Questionnaire to the employees of Litografía Zadik, S.A., and Litografía Mayaprin, S.A. First, the descriptive statistics of the communication satisfaction questionnaire are reviewed. Second, each of the eight factors is correlated with global job satisfaction and perceived productivity. Third, the results of the one-way analysis of variance (ANOVA) are presented. Fourth, the results of the content analysis of the answers to the open-ended questions are described. And fifth, the conclusions for the research questions are presented.

SURVEY FINDINGS

Litografía Zadik, S.A.

Communication Satisfaction Items

Initially, the average score was calculated for each item in the Communication Satisfaction Questionnaire. In order to provide greater insight, the items were then rank ordered on the basis of their means. Table 5.1 presents the means and standard deviations based on a 1-7

Table 5.1

Litografía Zadik, S.A.Rank Order and Frequency Distribution by Items

Rk	\bar{X}	S.D.	VS	S	SS	I	SD	D	VD	It	(for key to abbreviations see bottom of these table)
1	1.9	0.6	4	11	2	0	0	0	0	42	Extent to which my subordinates are responsive to downward directive communication.
2	2.1	1.1	34	59	19	3	3	3	0	15	Information about employee benefits and pay.
3	2.1	0.7	2	12	2	1	0	0	0	44	Extent to which I do not have communication overload.
4	2.1	1.0	4	9	3	0	1	0	0	46	Extent to which my subordinates feel responsible for initiating accurate upward communication.
5	2.4	1.0	3	7	6	0	1	0	0	43	Extent to which my subordinates anticipate my needs for information.
6	2.4	0.9	1	11	4	0	1	0	0	45	Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms.
7	2.4	1.4	26	62	15	5	3	5	3	25	Extent to which my supervisor trusts me.
8	2.4	1.3	22	56	29	3	5	4	2	32	Extent to which my work group is compatible.
9	2.5	1.3	21	57	23	5	8	6	0	20	Extent to which my supervisor listens and pays attention to me.
10	2.6	1.3	14	51	35	6	4	6	1	34	Extent to which the amount of supervision given me is about right.
11	2.6	1.5	20	57	19	9	7	6	3	30	Extent to which horizontal communication with other employees is accurate and free-flowing.
12	2.7	1.4	15	54	31	4	6	6	3	22	Extent to which my supervisor offers guidance for solving job related problems.

13	2.7	1.5	17	53	27	5	3	10	3	29	Extent to which my supervisor is open to ideas.
14	2.8	1.5	14	58	23	10	4	7	5	24	Extent to which the company publications are interesting and helpful.
15	2.8	1.5	12	56	32	5	5	6	6	23	Extent to which the company's communication makes me identify with it or feel a vital part of it.
16	2.8	1.4	14	41	44	5	9	4	3	31	Extent to which communication practices are adaptable to emergencies.
17	2.8	1.3	7	54	36	9	6	7	1	35	Extent to which written directives and reports are clear and concise.
18	2.9	1.4	12	48	36	3	6	12	1	11	Information about the requirements of my job.
19	2.9	1.4	11	47	36	5	8	10	1	36	Extent to which the attitudes toward communication in the company are basically healthy.
20	2.9	1.3	11	43	30	19	7	5	1	5	Personnel news.
21	3.0	1.5	13	42	40	2	11	12	2	26	Extent to which I receive on time the information needed to do my job.
22	3.15	1.6	13	44	30	4	8	16	2	10	Information about departmental policies and goals.
23	3.1	1.5	9	44	33	9	11	11	1	27	Extent to which conflicts are handled appropriately through proper communication channels.
24	3.1	1.5	6	52	30	11	5	17	0	4	Information about my progress in my job.
25	3.1	1.5	5	53	30	12	5	15	1	13	Information about changes in the company.
26	3.1	1.4	4	45	41	6	13	9	1	38	Extent to which the amount of communication in the company is about right.
27	3.1	1.5	7	46	35	10	9	11	3	21	Extent to which the people in my organization have great ability as communicators.
28	3.2	1.6	9	43	34	8	8	15	4	19	Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.

29	3.2	1.6	9	35	41	11	3	16	3	6	Information about company policies and goals.
30	3.3	1.6	5	44	35	6	7	17	5	14	Reports on how problems in my job are handled.
31	3.4	1.7	7	34	37	9	8	16	6	33	Extent to which our meetings are well-organized.
32	3.5	1.6	3	33	43	12	6	11	9	18	Extent to which superiors know and understand the problems faced by subordinates.
33	3.5	1.3	2	20	49	24	6	11	3	37	Extent to which informal communication is active and accurate.
34	3.5	1.7	12	24	36	16	3	27	2	7	Information about how my job compares with others.
35	3.6	1.8	10	27	34	15	6	24	6	17	Information about accomplishments and/or failures of the company.
36	3.7	1.7	6	22	46	8	8	25	5	9	Recognition of my efforts.
37	4.0	1.8	5	20	41	7	4	36	7	8	Information about how I am being judged.
38	4.1	1.9	12	14	24	18	5	22	15	16	Information about company profits and financial standing.
39	4.1	1.7	6	19	21	31	8	20	12	12	Information about government action affecting my company.
40	4.3	1.7	4	13	25	32	11	17	18	28	Extent to which the grapevine is active in our organization.

Rk: Rank Order
 \bar{X} : Mean
 S.D.: Standard Deviation
 VS: Very Satisfied
 S: Satisfied
 SS: Slightly Satisfied

I: Indifferent
 SD: Slightly Dissatisfied
 D: Dissatisfied
 VD: Very Dissatisfied
 It: Items

scale for each of the communication satisfaction items. The mean scores for these items ranged from 1.9 to 4.3 with 1.9 indicating the greatest degree of satisfaction and 4.3 the most dissatisfaction. There is value in interpreting such ratings in terms of actual satisfaction on a relative basis by rank ordering the items. For the four items whose means were 4 or greater one can safely say that the employees were somewhat dissatisfied, since the means were below the theoretical average of 4. The highest mean ($\bar{X}=4.3$) occurred for original item number 28, which was rank number 40, "Extent to which the grapevine is active in our organization." The other three items that scored 4 or more were original item 12 "Information about government action affecting my company" ($\bar{X}=4.1$), item 16 "Information about company profits and financial standing" ($\bar{X}=4.1$), and item 8 "Information about how I am being judged" ($\bar{X}=4.0$). The high mean for these items indicate that there are communication practices in the organizations that need to be improved. Finally, it is interesting to notice that two of these items 12 and 16 refer to the Corporate Perspective factor. This may suggest some problematic areas related to that factor.

The means for 16 of the items were in the 3-3.9 range. Since these mean scores reflect only "average"

satisfaction ratings, it is important to point out that these means might indicate perceptually low levels of satisfaction and, therefore, might predict problem areas.

Item 42 "Extent to which my subordinates are responsive to downward directive communication" was ranked as having the greatest amount of satisfaction with a mean score of 1.9. Items 15 "Information about employee benefits and pay", 44 "Extent to which I do not have communication overload", and 46 "Extent to which my subordinates feel responsible for initiating accurate upward communication" were ranked second with a mean score of 2.1. It is interesting to see that three of these items refer to the Subordinates Communication factor. Moreover, it should be noticed that the two other items which involve that factor, were ranked in third place with a mean score of 2.4. These findings suggest that Supervisors are indeed satisfied with the communication they receive from their employees.

Communication Satisfaction Factors

As reported in Chapter Four, each of the eight communication satisfaction factors were composed of five questions that were ranked on a 1-7 scale. Hence, each factor has a theoretical range of 5-35. The range used for each category is described below.

<u>Range</u>	<u>Category</u>
5-8	Very Satisfied
9-13	Satisfied
14-18	Slightly Satisfied
19-21	Neutral
22-26	Slightly Dissatisfied
27-31	Dissatisfied
32-35	Very Dissatisfied.

The ranks and the means of the eight communication satisfaction factors are presented in Table 5.2. It is worth noting that only two of the factors, Subordinate Communication and Supervisor Communication fell in the "Satisfied" category. Subordinate Communication was ranked as the most satisfying of the dimensions with a mean score of 10.82 on a 5-35 scale and Supervisor Communication was ranked second with a mean score of 12.93. The other six factors fell in the "Slightly Satisfied" category. Personal Feedback ($x=17.92$) and Corporate Information ($x=18.10$) were the dimensions of least satisfaction. These findings reveal that the satisfaction, felt by Supervisors regarding the communication they receive from their Subordinates is reciprocal.

Levels of Job Satisfaction and Perceived Productivity

The means for Job Satisfaction and Perceived Productivity based on an 1-7 a scale were: A score mean

Table 5.2

Litografía Zadik, S.A.Communication Satisfaction Factors

<u>Rank</u>	<u>Factors</u>	<u>Mean</u>	<u>S.D.</u>	<u>Range</u>
1	Subordinate Communication	10.82	2.81	Satisfied
2	Supervisor Communication	12.93	5.42	Satisfied
3	Organizational Integration	14.00	4.68	Slightly Satisfied
4	Media Quality	14.96	5.07	Slightly Satisfied
5	Communication Climate	15.15	5.26	Slightly Satisfied
6	Coworker Communication	15.83	4.52	Slightly Satisfied
7	Personal Feedback	17.92	5.98	Slightly Satisfied
8	Corporate Information	18.10	5.98	Slightly Satisfied

of 2.5 for Job Satisfaction and a score mean of 3.1 for Perceived Productivity. These results show that most of the workers perceived themselves as being satisfied and as being slightly more productive than most.

The measurements provided by the trends of job satisfaction and perceived productivity are presented with their percentages in Table 5.3. It can be observed that many people have increasing levels of satisfaction and productivity.

Trends of Job Satisfaction and Perceived Productivity by Departments

The measurements provide by the trends of Job Satisfaction and Perceived Productivity are presented with the percentages by departments in Table 5.4. It is interesting to observe that many people in the Administration, Sales, and Production departments have increasing levels of perceived productivity. However, the same trend is only observable in the Production department regarding job satisfaction.

Litografía Mayaprin, S.A.

Communication Satisfaction Items

Initially, the average score was calculated for each item in the Communication Satisfaction Questionnaire. In order to provide greater insight, the items were then

Table 5.3

Litografía Zadik, S.A.Trends of Job Satisfaction and Perceived Productivity

Job Satisfaction Change

in the past 6 months

same	36.9%	(N=45)
up	42.6%	(N=52)
down	19.7%	(N=24)

Perceived Productivity

Change in the past 6 months

same	32.0%	(N=39)
up	61.5%	(N=75)
down	6.6%	(N=8)

Table 5.4

Litografía Zadik, S.A.Trends of Job Satisfaction and Perceived Productivity by Departments

		Admin. (N=31)	Sales (N=9)	Produc. (N=82)
Job Satisfaction	same	41.9%	66.7%	31.7%
	up	41.9%	22.2%	45.1%
	down	16.1%	11.1%	22.0%
Perceived Productivity	same	32.3%	33.3%	31.7%
	up	67.7%	55.6%	59.8%
	down	0.0%	11.1%	8.5%

rank ordered on the basis of their means. Table 5.5 presents the means and standard deviations based on a 1-7 scale for each of the communication satisfaction items. The means for these items ranged from 1.7 to 4.4. It is valuable to interpret such ratings in terms of actual satisfaction based on the rank ordering of the items. For the two items whose means occurred in the 4s, one can safely say that the employees are somewhat dissatisfied, since the means are below the theoretical average of 4. The highest means were, 4.4 for item 28 "Extent to which the grapevine is active in our organization." Item 12 "Information about government action affecting my company" was the other item that scored 4. These items reflect the communication practices in the organizations that need to be improved.

The means for two of the items, 5 and 43, were 3.0. Since these mean scores reflect only "average" satisfaction ratings, it is important to point out that these means might indicate perceptually low levels of satisfaction and, therefore, might predict problem areas.

Item 15 "Information about employee benefits and pay" was ranked as having the greatest amount of satisfaction with a mean score of 1.7. Items 20 "Extent to which my supervisor listens and pays attention to me", 42 "Extent to which my subordinates are responsive to downward directive communication", 45 "Extent to which my

Table 5.5

Litografía Mayaprin, S.A.Rank Order and Frequency Distribution by Items

Rk	\bar{X}	S.D.	VS	S	SS	I	SD	D	VD	It	(for key to abbreviations see bottom of these table)
1	1.7	1.1	27	9	5	2	0	1	0	15	Information about employee benefits and pay.
2	1.8	1.0	19	19	5	0	0	0	1	20	Extent to which my supervisor listens and pays attention to me.
3	1.8	0.8	2	2	1	0	0	0	0	42	Extent to which my subordinates are responsive to downward directive communication.
4	1.8	0.4	1	4	0	0	0	0	0	45	Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms.
5	1.8	1.0	20	14	7	0	2	0	0	25	Extent to which my supervisor trusts me.
6	1.9	1.2	20	17	5	0	0	1	1	22	Extent to which my supervisor offers guidance for solving job related problems.
7	2.0	1.2	18	14	10	1	0	0	1	19	Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.
8	2.0	1.2	17	17	8	0	0	2	0	23	Extent to which the company's communication makes me identify with it or feel a vital part of it.
9	2.1	1.2	12	25	4	0	1	1	1	29	Extent to which my supervisor is open to ideas.
10	2.1	1.0	9	25	7	1	0	1	0	4	Information about my progress in my job.
11	2.1	1.0	10	24	10	0	0	0	1	32	Extent to which my work group is compatible.
12	2.1	1.1	14	16	11	0	3	0	0	30	Extent to which horizontal communication with other employees is accurate and free-flowing.

13	2.2	1.3	16	14	8	2	1	2	0	10	Information about departmental policies and goals.
14	2.2	0.8	9	21	10	3	0	0	0	11	Information about the requirements of my job.
15	2.2	0.9	9	22	10	1	0	1	0	36	Extent to which the attitudes toward communication in the company are basically healthy.
16	2.2	0.4	0	4	1	0	0	0	0	44	Extent to which I do not have communication overload.
17	2.2	0.4	0	4	1	0	0	0	0	46	Extent to which my subordinates feel responsible for initiating accurate upward communication.
18	2.3	0.8	7	22	11	4	0	0	0	27	Extent to which conflicts are handled appropriately through proper communication channels.
19	2.3	1.5	15	13	10	2	1	0	2	18	Extent to which superiors know and understand the problems faced by subordinates.
20	2.3	1.0	8	19	15	1	0	1	0	33	Extent to which our meetings are well-organized.
21	2.4	1.1	5	27	10	0	1	2	0	34	Extent to which the amount of supervision given me is about right.
22	2.4	1.2	9	21	4	5	2	1	0	6	Information about company policies and goals.
23	2.4	1.3	9	21	7	2	2	2	0	9	Recognition of my efforts.
24	2.4	1.3	8	21	9	2	0	3	0	31	Extent to which communication practices are adaptable to emergencies.
25	2.5	1.2	5	15	15	6	1	1	1	17	Information about accomplishments and/or failures of the company.
26	2.5	1.1	5	21	12	4	0	2	0	14	Reports on how problems in my job are handled.
27	2.5	1.1	3	24	9	4	0	2	0	35	Extent to which written directives and reports are clear and concise.
28	2.6	1.3	8	17	10	5	0	3	0	13	Information about changes in the company.

29	2.6	1.4	6	20	13	1	1	1	2	26	Extent to which I receive on time the information needed to do my job.
30	2.6	1.1	4	18	17	3	0	2	0	38	Extent to which the amount of communication in the company is about right.
31	2.6	1.5	7	18	6	5	1	2	1	24	Extent to which the company publications are interesting and helpful.
32	2.7	1.4	5	19	15	2	0	2	2	21	Extent to which the people in my organization have great ability as communicators.
33	2.8	1.1	3	13	19	3	0	2	0	37	Extent to which informal communication is active and accurate.
34	2.8	1.3	5	15	15	6	1	1	1	7	Information about how my job compares with others.
35	2.8	1.2	4	15	16	4	2	2	0	8	Information about how I am being judged.
36	2.8	1.8	11	15	5	4	1	6	1	16	Information about company profits and financial standing.
37	3.0	1.4	7	9	12	9	3	2	0	5	Personnel news.
38	3.0	1.2	0	2	2	0	1	0	0	43	Extent to which my subordinates anticipate my needs for information.
39	4.0	1.8	1	9	11	9	1	5	6	12	Information about government action affecting my company.
40	4.4	1.5	1	1	10	14	2	7	5	28	Extent to which the grapevine is active in our organization.

Rk: Rank Order
 \bar{X} : Mean
 S.D.: Standard Deviation
 VS: Very Satisfied
 S: Satisfied
 SS: Slightly Satisfied

I: Indifferent
 SD: Slightly Dissatisfied
 D: Dissatisfied
 VD: Very Dissatisfied
 It: Items

subordinates are receptive to evaluation, suggestions, and criticisms", and 25 "Extent to which my supervisor trusts me" tied for second with a mean score of 1.8. It is interesting to see that items 20 and 25 referred to Supervisors Communication, and items 42 and 45 referred to Subordinates Communication. This fact shows that both supervisors and subordinates strongly agreed that there existed very good communications between them.

Communication Satisfaction Factors

As reported in Chapter Four, each of the eight communication satisfaction factors are composed of five questions that are to be rated on a 1-7 scale. Hence, each factor has a theoretical range of 5-35. The range used for each category was:

<u>Range</u>	<u>Category</u>
5-8	Very Satisfied
9-13	Satisfied
14-18	Slightly Satisfied
19-21	Neutral
22-26	Slightly Dissatisfied
27-31	Dissatisfied
32-35	Very Dissatisfied.

The ranks and the means for the eight communication satisfaction factors are presented in Table 5.6. It is

Table 5.6
Litografía Mayaprin, S.A.
Communication Satisfaction Factors

<u>Rank</u>	<u>Factors</u>	<u>Mean</u>	<u>S.D.</u>	<u>Range</u>
1	Supervisor Communication	9.86	4.02	Satisfied
2	Subordinate Communication	11.00	2.55	Satisfied
3	Organizational Integration	11.20	3.85	Satisfied
4	Communication Climate	11.55	4.22	Satisfied
5	Media Quality	12.25	4.44	Satisfied
6	Personal Feedback	12.80	4.27	Satisfied
7	Coworker Communication	13.86	3.86	Satisfied
8	Corporate Information	14.10	4.17	Slightly Satisfied

worth noting that all of the factors except the Corporate Information factor fall in the "Satisfied" category. Supervisor Communication was ranked as the most satisfying of the dimensions with a mean score of 9.86 on a 5-35 scale. Subordinate Communication was ranked second with a mean score of 11.00. It is important to observe that Supervisor Communication and Subordinates Communication were the two factors that the workers seemed to be the most satisfied with. This finding is congruent with what was found in the analysis of the items because the same two factors were also perceived by workers as being the most satisfactory. Corporate Information was the only factor that fell in the "Slightly Satisfied" category with a mean of 14.10. This last finding suggests that Mayaprin employees did not have enough information about the over-all policies and goals of their organization.

Levels of Job Satisfaction and Perceived Productivity

The means for Job Satisfaction and Perceived Productivity based on an 1-7 scale were 1.8 for Job Satisfaction and 3.1 for Perceived Productivity. These results show that the workers perceived themselves as being very satisfied and as being slightly more productive than most. The measurements provided by the trends of Job Satisfaction and Perceived Productivity are presented

with their percentages in Table 5.7. It can be observed that most of the people had increasing levels of satisfaction and productivity.

Trends of Job Satisfaction and Perceived Productivity by Departments

The measurements provide by the trends of job satisfaction and perceived productivity are presented with the percentages by departments in Table 5.8. It is interesting to observe that most of the people in the three departments had increasing levels of Job Satisfaction and Perceived Productivity. It is also worth mentioning that all of the employees in the Sales department perceived their job satisfaction and productivity as being on the increase.

Comparison of Communication Satisfaction Factors between Guatemalan and U.S.A. Companies

For the purpose of this analysis the mean for each of the eight communication satisfaction factors of the two Guatemalan companies were compared with the mean for each factors of six studies done in the U.S.A. The U.S.A. studies selected were conducted by Avery, Gordon, Nicholson, Jones, Duke, and Thiry. Some of these results were reported in Table 2.1, chapter 2.

Table 5.7

Litografía Mayaprin, S.A.Trends of Job Satisfaction and Perceived Productivity

Job Satisfaction Change

in the past 6 months

same	31.1%	(N=14)
up	62.2%	(N=28)
down	4.4%	(N=2)

Perceived Productivity

Change in the past 6 months

same	22.2%	(N=10)
up	73.3%	(N=33)
down	2.2%	(N=8)

Table 5.8

Litografía Mayaprin, S.A.Trends of Job Satisfaction and Perceived Productivity by Departments

		Admin. (N=10)	Sales (N=4)	Produc. (N=31)
Job Satisfac- tion	same	30.0%	0.0%	35.5%
	up	60.0%	100.0%	58.1%
	down	10.0%	0.0%	3.2%
Perceived Productivity	same	10.0%	0.0%	29.0%
	up	90.0%	100.0%	64.5%
	down	0.0%	0.0%	3.2%

Table 5.9 presents the means for each communication satisfaction factor for the Guatemalan and U.S.A. companies. Several general conclusions can be based on those results. First, the U.S.A. employees rated lower than the Guatemalan employees in all the eight communication satisfaction factors. These findings suggest that in general the employees of the six American companies were less satisfied with the communication practices in their organizations than were the Guatemalan employees of the two companies studied. These findings raise some questions that need further research. Did the two Guatemalan companies indeed have better communication practices than the six American companies? Or were the Guatemalan employees less demanding of communication practices than were the American employees? One possibility is that the American employees were more demanding of communication practices than the Guatemalan employees because organizational communication has received more attention in the U.S. than in Guatemala. Additionally, some of the American companies were more developed than the two Guatemalan companies.

Second, it is worth noting that Communication with Subordinates, Communication with Supervisors, and Organizational Integration were the communication factors with which both American and Guatemalan employees were the most satisfied. On the other hand, Personal Feedback, and

Table 5.9

Comparison of Communication Satisfaction Factors between the
Guatemalan and the U.S.A. Companies

FACTORS	GUATEMALA			U. S. A.						
	M	Z	Mean	A	G	N	J	D	T	Mean
Communication w/Subordinates	11.0	10.8	10.9	11.0	13.7	12.8	15.0	-	12.6	13.0
Communication w/Supervisor	9.9	12.9	11.4	13.0	13.3	13.5	16.2	17.6	11.6	14.2
Media Quality	12.3	14.9	13.6	14.0	15.6	16.5	18.4	18.5	17.0	16.7
Organizational Integration	11.2	14.0	12.6	14.0	13.3	14.7	15.8	15.7	15.5	14.8
Horizontal Communication	13.9	15.8	14.9	15.0	14.5	15.4	15.4	16.6	16.2	15.5
Communication Climate	11.6	15.2	13.4	16.0	16.3	17.5	18.2	17.6	18.9	17.4
Personal Feedback	12.8	17.9	15.4	16.0	15.1	17.2	-	20.2	18.2	17.3
Corporate Perspective	14.1	18.1	16.1	16.0	13.6	18.0	17.9	20.2	17.9	17.3

M: Mayaprin Z: Zadik A: Avery G: Gordon N: Nicholson

J: Jones D: Duke, T: Thiry.

Corporate Perspective were the two communication factors with which both American and Guatemalan employees were the most dissatisfied. These findings reveal that the Communication Satisfaction Questionnaire has proved to be as useful a tool for organizational diagnoses in the Guatemalan organizations as it was in the U.S.A. (Clampitt and Downs 1987, 17).

In summary, it can be concluded that the Guatemalan and the American employees similarly perceive their satisfaction with the communication practices in organizations, although cultural differences seemed to influence in some way the satisfaction perception.

CORRELATIONS

Two correlation matrices were made in order to determine how each of the eight communication satisfaction factors correlated with Job Satisfaction and Perceived Productivity within the two companies combined and within each one separately.

Communication Satisfaction factors and Job Satisfaction

The first correlation matrix (Table 5.10) displays the relationships between Job Satisfaction and each of the communication satisfaction factors. For these findings "r" represents the level of correlation and "p" is the probability of the correlation being significant.

Table 5.10

Correlation between Job Satisfaction and Communication
Satisfaction Factors

FACTORS	CORRELATION		
	ZADIK AND MAYAPRIN	ZADIK	MAYAPRIN
Corporate Information	r= .23 p= .00	r= .19 p= .02	r= .09 p= .29
Personal Feedback	r= .42 p= .00	r= .37 p= .00	r= .36 p= .01
Organizational Integration	r= .37 p= .00	r= .33 p= .00	r= .31 p= .02
Communication with Supervisor	r= .20 p= .00	r= .14 p= .06	r= .17 p= .12
Communication Climate	r= .27 p= .00	r= .23 p= .00	r= .10 p= .25
Horizontal Communication	r= .11 p= .07	r= .05 p= .28	r= .22 p= .08
Media Quality	r= .17 p= .01	r= .10 p= .13	r= .21 p= .10
Communication with Subordinates	r= .18 p= .21	r= .32 p= .10	r= .87 p= .02

The most interesting findings are described below.

1. Within the two companies combined

Personal Feedback ($r.42;p=.00$), Organizational Integration ($r.37;p=.00$), and Communication Climate ($r.27;p=.00$) showed the strongest significant relationships, within the moderate level of correlation, with Job Satisfaction. Media Quality ($r.17;p=.01$) showed the lowest significant relationship. Communication with Subordinates and Horizontal Communication did not have any statistically significant correlations with Job Satisfaction.

2. Within the Zadik company

Personal Feedback ($r.37;p=.00$) and Organizational Integration ($r.33;p=.00$) showed the strongest significant relationships, within the moderate level of correlation, with Job Satisfaction. Communication Climate ($r.23;p=.00$) and Corporate Information ($r.19;p=.02$) showed the lowest significant relationships. Horizontal Communication, Media Quality, Communication with Subordinates, and Communication with Supervisors did not have any statistically significant correlations with Job Satisfaction.

3. Within the Mayaprin company

Feedback ($r.36;p=.01$) and Organizational Integration ($r.31;p=.02$) showed the strongest significant relationships, within the moderate level of correlation, with Job Satisfaction. Corporate Perspective, Communication Cli-

mate, Communication with Supervisors, and Media Quality did not have any statistically significant correlations. However, Communication with Subordinates showed a very strong negative correlation with Job Satisfaction ($r = -.87$; $p = .02$).

In summary, the correlations between Job Satisfaction and the Communication Satisfaction Factors in the two Guatemalan companies indicated that Personal Feedback, Organization Integration, and Communication Climate were the three factors which showed the strongest relationship with Job Satisfaction. These findings are similar to those correlations found by Downs and Hazen (1977, 72). They indicate that the most important communication factors interacting with Job Satisfaction are Personal Feedback, Relation with Supervisor, and Communication Climate.

These findings suggest that Job satisfaction in the Guatemalan companies is highly related to the interchange of messages between superiors and subordinates about job matters, departmental plans, and the extent to which communication in the organization motivates and stimulates workers to meet organizational goals.

It is interesting to note that the communication factors that did not have statistical significant correlation with Job Satisfaction in the two Guatemalan companies were Communication with Subordinates and Horizontal

Communication. Furthermore, it can be observed that some differences existed between the two companies regarding the way communication factors correlated with job satisfaction. For example, in Mayaprin, only Personal Feedback and Organizational Integration showed statistical significant correlation with Job Satisfaction. Communication with Subordinates showed a very strong negative correlation with Job Satisfaction ($r=-.87$; $p=.02$). These findings suggest that Zadik and Mayaprin had different communication practices regarding those communication factors. Therefore, they link differently to job satisfaction.

Communication Satisfaction factors and Perceived Productivity

The second correlation matrix (Table 5.11) displays the relationship between Perceived Productivity and each of the communication satisfaction factors. The most interesting findings were the following.

1. Within the two companies combined.

Horizontal Communication ($r=.21$; $p=.00$), Media Quality ($r=.15$; $p=.02$), Corporate Information ($r=.14$; $p=.03$), and Communication with Supervisors ($r=.12$; $p=.05$) were the only four factors that showed statistical significant correlations with Perceived Productivity.

Table 5.11

Correlation between Perceived Productivity and Communication Satisfaction Factors

FACTORS	CORRELATION		
	ZADIK AND MAYAPRIN	ZADIK	MAYAPRIN
Corporate Information	r= .14 p= .03	r= .12 p= .09	r= .24 p= .06
Personal Feedback	r= .06 p= .20	r= .09 p= .15	r=-.07 p= .32
Organizational Integration	r= .09 p= .13	r= .10 p= .14	r= .05 p= .36
Communication with Supervisor	r= .12 p= .05	r= .13 p= .08	r= .12 p= .21
Communication Climate	r= .11 p= .06	r= .15 p= .04	r= .01 p= .47
Horizontal Communication	r= .21 p= .00	r= .22 p= .00	r= .15 p= .18
Media Quality	r= .15 p= .02	r= .17 p= .03	r= .09 p= .29
Communication with Subordinates	r= .15 p= .24	r= .31 p= .11	r=-.36 p= .27

2. Within the Zadik company

Horizontal Communication ($r=.22;p=.00$), Media Quality ($r=.17;p=.03$), and Communication Climate ($r=.15;p=.04$) were the only three factors that showed a statistically significant correlation with Perceived Productivity.

3. Within the Mayaprin company

None of the eight communication factors showed a significant correlation with Perceived Productivity.

In short, it can be summarized that Horizontal Communication, Media Quality, Corporate Perspective, and Communication with Supervisor were the only four communication satisfaction factors that had significant relationships with Perceived Productivity in the two Guatemalan companies. Another point to be noticed is that Horizontal Communication and Media Quality were the two factors that correlated the least with Job Satisfaction and the most with Perceived Productivity. This indicates that some communication factors correlate inversely with the end products of Job Satisfaction, and Perceived Productivity. Finally, the two companies showed different patterns in the relationship between the communication satisfaction factors and perceived productivity. In Mayaprin no statistically significant correlation was found. This means that the relationship between the communication practices and perceived productivity was different in both companies. The implication of these find-

ings was that the relationship between communication and perceived productivity was probably contingent on other organizational variables or that the communication practices were different in each company. Both possibilities might be applied to the present situation since the two companies seem to be different in many ways, such as management style and benefit systems.

Comparison with other studies

Some important conclusions can be drawn in comparing the Guatemalan findings with the findings of other studies (Clampitt and Downs 1987,21-23) that used the same instrument and analyses.

1. Communication satisfaction does link to the end-product variables of job satisfaction and productivity. Only the Subordinates Communication factor was negative correlated to Job Satisfaction in Mayaprin company. Similar findings were observed in other studies (Alum, 1982; Pincus,1983; Jones, 1981).

2. The Communication Satisfaction Questionnaire is more effective in explaining job satisfaction than perceived productivity. In fact, the correlation coefficients displayed in Table 5.11 showed that the degrees of correlation were in general very weak and in some cases is even negative. Similar findings were observed in other studies (Clampitt and Girard, 1986).

3. The patterns of relationships between the Communication Satisfaction factors and the end-product variables in the two companies vary considerably. The same phenomenon was observed in other studies. (Clapitt and Downs 1987, 22-23) These findings suggest that the relationships between communication and the end products might be contingent on the type of organization.

ANALYSIS OF VARIANCE

Five basic analyses are reported in this section. First, the impact of positions on Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity was analyzed. The sample was divided into supervisors and nonsupervisors and these two categories were used for the analyses. Second, the impact of tenure on Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity was discussed. Four categories of employees tenure were used in this analysis: 1) less than a year, 2) one to three years, 3) four to six years, and 4) more than six years. Third, an analysis determined the difference between satisfied and dissatisfied employees on the Communication Satisfaction factors and on Perceived Productivity. Fourth, the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity were contrasted between the three departments: 1) Administration, 2) Sales, and 3) Production. Finally, the

impact of Perceived Productivity on the Communication Satisfaction factors, and Job Satisfaction was discussed. The analysis was based on two categories of the employees, productive and the nonproductive.

One-Way Analysis of Variance (ANOVA) was performed for each of the five variables. The results of this analysis for each variable are presented as follows: (1) Zadik and Mayaprin combined; (2) Zadik; and (3) Mayaprin.

1. Comparison of Positions

For the purpose of this analysis the samples were divided into groups based on employee positions. The groups were categorized as supervisors and nonsupervisors. Table 5.12 reports the result of the ANOVA for each of the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity. The results are presented first combining the two companies and then for each company separately.

In the analysis of Zadik and Mayaprin combined there were 21 supervisors and 129 nonsupervisors. Two primary observations can be made from this analysis. First, the difference in communication satisfaction between the supervisors and the nonsupervisors was not statistically significant in any of factors. However, the communication satisfaction scores for nonsupervisors were equal or

Table 5.12

Comparison of Positions on Communication Satisfaction Factors,
Job Satisfaction, Perceived Productivity

FACTORS		ZADIK/MAYAPRIN			ZADIK			MAYAPRIN		
		Mean	F	P	Mean	F	P	Mean	F	P
Corporate Information	S	15.3	2.2	.13	15.4	4.0	.04	15.0	0.2	.65
	N	17.4			18.6			13.9		
Personal Feedback	S	15.6	0.6	.44	15.6	2.7	.10	15.6	2.5	.11
	N	16.7			18.3			12.4		
Organizational Integration	S	12.2	1.1	.29	11.2	6.6	.01	15.4	7.9	.00
	N	13.4			14.5			10.6		
Communication w/Supervisor	S	11.2	0.7	.38	10.4	4.7	.03	14.0	6.8	.01
	N	12.2			13.4			9.3		
Communication Climate	S	14.2	0.0	.99	13.5	1.9	.17	16.4	8.8	.00
	N	14.2			15.4			10.9		
Horizontal Communication	S	14.4	1.0	.30	14.9	0.7	.39	12.8	0.4	.51
	N	15.5			15.9			14.0		
Media Quality	S	15.6	1.8	.18	15.4	0.1	.69	16.4	5.7	.02
	N	14.0			14.9			11.6		
Job Satisfaction	S	1.8	4.2	.04	1.8	5.2	.02	1.8	0.0	.94
	N	2.4			2.6			1.8		
Perceived Productivity	S	2.8	1.5	.22	2.3	0.6	.44	2.6	1.2	.27
	N	3.1			3.1			3.1		

S=Supervisors

N=Nonsupervisors

Communication with Subordinates was omitted in this table because Supervisors were the only ones who answered the questions related to this factor.

slightly lower than for supervisors in all of the communication satisfaction factors, except for Media Quality. Nonsupervisors also rated their productivity lower. Second, the ANOVA analysis revealed that the only statistically significant difference that occurred at the .05 level was in Job Satisfaction ($F=4.21$; $P=.04$). This suggests that the nonsupervisors indeed are less satisfied than are the supervisors with their jobs.

This result which identifies supervisors as being more satisfied with their jobs and with the communication practices, is significant. Similar findings were observed in other studies (Downs, 1977, Rambo, 1982, 226). These studies suggest that people at the higher levels of the organizational hierarchy were the most satisfied with their jobs and communications practices, but there were exceptions. These exceptions were confirmed in the present study as it is shown below.

In the analysis of Zadik there were 16 supervisors and 95 nonsupervisors. The results in Table 5.12. revealed that the Supervisors were more satisfied than the Nonsupervisors with their communication practices and jobs. This difference in satisfaction between Supervisors and Nonsupervisors was statistically significant at the .05 level for Corporate Information, Organizational Integration, Communication with Supervisors, and Job Satisfaction.

In the analysis of Mayaprin there were 5 supervisors and 35 nonsupervisors. Table 5.12. shows that Nonsupervisors are more satisfied than the Supervisors with the communication practices. This difference was statistically significant at the .05 level for Organizational Integration, Communication with Supervisor, Communication Climate, and Media Quality. Supervisors and nonsupervisors rated their Job Satisfaction equally.

It is interesting to notice how the two companies are completely different. In Zadik the supervisors are more satisfied with the communication practices while in Mayaprin the Nonsupervisors are more satisfied. It seems that the supervisors in Mayaprin did not receive the information they needed to know about the goals, policies, and budget administration to perform their role as supervisors. Perhaps the status of these supervisors was not well defined.

2. Comparison of Tenure

This part makes a comparison of tenure with the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity. Employees were categorized into four groups according to their tenure as follows: 1) those with less than one year of service, 2) those with one year to three years, 3) those with four to six years, and 4) those with more than six years. Table 5.13 reports the

result of the ANOVA for each of the communication satisfaction factors, job satisfaction, and perceived productivity. The results are presented first with the two companies combined and then for each company separately.

An interesting observation of the results presented in Table 5.13 is that there is not a consistent pattern of behavior when tenure is compared with the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity.

In the analysis of Zadik and Mayaprin combined the groups were categorized as follows.

Group	Tenure	N
1	Less than 1 year	32
2	2 to 3 years	47
3	4 to 6 years	27
4	More than 6 years	44

The Tukey lsd (least significant difference) test was used to compare the means of these four factors and the following significant results were found.

Organizational Integration ($F=3.84$; $p=.01$)

Mean	Group	3	1	2	4
11.15	3				
12.22	1				
13.95	2	*			
14.44	4	*	*		

Table 5.13

Comparison of Tenure on Communication Satisfaction Factors,
Job Satisfaction, Perceived Productivity

FACTORS		ZADIK/MAYAPRIN			ZADIK			MAYAPRIN		
		Mean	F	P	Mean	F	P	Mean	F	P
Corporate Information	1	18.0	0.8	.48	20.6	1.2	.29	15.0	1.3	.29
	2	17.0			17.9			14.9		
	3	15.6			17.3			11.5		
	4	17.3			17.6			12.0		
Personal Feedback	1	15.6	1.7	.16	18.1	0.9	.43	12.9	0.3	.82
	2	16.9			18.9			13.2		
	3	14.9			16.1			11.4		
	4	17.8			17.9			13.5		
Organizational Integration	1	12.2	3.8	.01	13.9	3.1	.02	10.5	0.4	.72
	2	13.9			15.0			11.9		
	3	11.1			11.2			11.0		
	4	14.4			14.5			12.5		
Communication w/Supervisor	1	10.0	2.6	.05	14.1	1.5	.22	9.3	0.4	.74
	2	12.9			14.0			10.7		
	3	11.8			13.0			9.2		
	4	12.8			12.9			10.0		
Communication Climate	1	12.6	3.1	.02	14.6	2.7	.04	10.6	0.5	.66
	2	15.6			17.1			12.3		
	3	12.8			13.2			11.7		
	4	14.6			14.7			13.0		
Horizontal Communication	1	14.9	0.4	.71	15.8	0.0	.98	14.1	0.5	.67
	2	15.6			15.9			14.5		
	3	14.7			15.5			12.3		
	4	15.8			15.8			13.5		
Media Quality	1	13.6	2.4	.06	15.0	1.2	.32	11.7	0.7	.58
	2	14.5			15.0			13.2		
	3	12.5			13.1			10.7		
	4	15.6			15.7			14.0		
Communication w/Subordinates	1	11.0	0.4	.77	11.0	0.4	.74	8.0	1.4	.41
	2	9.0			10.0			12.3		
	3	10.7			9.5			10.0		
	4	11.3			11.4			10.0		
Job Satisfaction	1	2.3	1.5	.22	2.8	1.7	.16	1.8	0.8	.50
	2	2.5			2.7			2.0		
	3	1.9			2.1			1.5		
	4	2.3			2.3			2.0		
Perceived Productivity	1	3.6	3.5	.01	4.0	6.2	.00	3.2	2.5	.07
	2	2.9			2.7			3.4		
	3	3.0			3.1			2.8		
	4	2.9			2.9			1.5		

These results suggest that employees with more than 6 years of tenure were significantly less satisfied with Organizational Integration communication practices than were those employees with a tenure of less than one year, and those with a tenure of 4 to 6 years. On the other hand, employees with a tenure of 2 to 3 years are significantly less satisfied with Organizational Integration communication practices than those with a tenure of 4 to 6 years.

Supervisor Communication ($F=2.75$; $p=.05$)

Mean	Group	1	3	4	2
10.00	1				
11.82	3				
12.82	4	*			
12.95	2	*			

This reveals that employees with a tenure of 2 to 3 years were significantly less satisfied with their Communication with Supervisors than were those employees with a tenure of less than one year. On the other hand, employees with a tenure of more than 6 years were significantly less satisfied with their Communication with Supervisors than were those with a tenure of less than one year.

Communication Climate ($F=3.11$; $p=.02$)

Mean	Group	1	3	4	2
12.63	1				
12.80	3				
14.65	4				
15.58	2	*	*		

These findings suggest that employees with a tenure of 2 to 3 years were significantly less satisfied with Communication Climate practices than were those employees with a tenure of less than one year, and those with a tenure of 4 to 6 years.

Perceived Productivity (F=3.49; p=.01)

Mean	Group	4	2	3	1
2.89	4				
2.94	2				
3.00	3				
3.57	1	*	*	*	

This suggests that employees with a tenure of less than one year rated their Productivity significantly lower than did the other categories of employees.

In the analysis of Zadik the groups were categorized as follows.

Group	Tenure	N
1	Less than 1 year	17
2	2 to 3 years	33
3	4 to 6 years	19
4	More than 6 years	42

Three statistically significant results occurred at this level:

Organizational Integration (F=3.11; p=.02)

Mean	Group	3	1	4	2
11.21	3				
13.93	1				
14.53	4	*			
15.03	2	*			

These findings suggest that employees with a tenure of 2 to 3 years were significantly less satisfied with Organi-

zational Integration communication practices than were those employees with a tenure of 4 to 6 years. On the other hand, employees with a tenure of more than 6 years were significantly less satisfied with Organizational Integration communication practices than were those with a tenure of 4 to 6 years.

Communication Climate ($F=2.72$; $p=.04$)

Mean	Group	3	1	4	2
13.28	3				
14.58	1				
14.73	4				
17.08	2	*	*		

This reveals that employees with a tenure of 2 to 3 years were significantly less satisfied with Communication Climate practices than were those employees with a tenure of more than 4 years.

In the analysis of Mayaprin the groups were categorized as follows.

Group	Tenure	N
1	Less than 1 year	15
2	2 to 3 years	14
3	4 to 6 years	8
4	More than 6 years	2

No statistically significant results for tenure were found at the Mayaprin company.

3. Comparison of Job Satisfaction vs. Job Dissatisfaction

For the purpose of this analysis the subjects were divided into two groups based on their Job Satisfaction

ratings. The 1 to 4 responses were categorized as being satisfied, and the 5 to 7 responses were termed dissatisfied on a scale of from 1 to 7. Table 5.14 reports the result of the ANOVA for each of the Communication Satisfaction factors, and Perceived Productivity. The results are presented first for the two companies combined and then for each company separately.

In the analysis of Zadik and Mayaprin combined, the number of satisfied people was 140, and the dissatisfied numbered only 9. Three primary observations can be made from this analysis. First, most of the employees were satisfied with their jobs. Second, the scores for dissatisfied employees were higher than were the scores for satisfied employees for all of the Communication Satisfaction factors and for Perceived Productivity. These results suggest that employees who were satisfied with their jobs were also more satisfied with the Communication Satisfaction factors, and with Perceived Productivity than were those employees who were dissatisfied with their jobs. Third, three statistically significant differences occurred between the satisfied and dissatisfied employees at the .05 level: Personal Feedback ($F=6.78; p=.01$); Organizational Integration ($F=10.61; p=.00$); and Communication Climate ($F=3.90; p=.04$).

Table 5.14

Comparison of Job Satisfaction on Communication Satisfaction
Factors, and Perceived Productivity

FACTORS		ZADIK/MAYAPRIN			ZADIK			MAYAPRIN		
		Mean	F	P	Mean	F	P	Mean	F	P
Corporate Information	S	17.0	0.8	.36	18.1	0.3	.56	14.1	0.0	.85
	D	18.9			19.4			15.0		
Personal Feedback	S	16.3	6.7	.01	17.8	4.3	.04	12.7	1.5	.22
	D	21.9			22.4			18.0		
Organizational Integration	S	13.0	10.6	.00	13.8	7.9	.00	11.1	1.0	.32
	D	18.0			18.4			15.0		
Communication w/Supervisor	S	12.0	0.5	.48	13.0	0.2	.66	9.9	0.0	.97
	D	13.4			13.9			10.0		
Communication Climate	S	14.1	3.9	.04	15.0	3.4	.06	11.6	0.1	.71
	D	17.6			18.5			10.0		
Horizontal Communication	S	15.3	0.3	.55	15.8	0.1	.79	(*)		
	D	16.3			16.3					
Media Quality	S	14.3	1.0	.31	15.0	0.6	.44	12.2	0.0	.88
	D	16.0			16.4			13.0		
Perceived Productivity	S	3.0	3.0	.08	3.0	2.4	.12	3.1	0.8	.38
	D	3.7			3.6			4.0		

S= Satisfied D= Dissatisfied

Communication with /Subordinates was omitted in this table because any supervisor was dissatisfied with his job.

(*) No data was obtained because any employee was dissatisfied in Mayaprin

In the analysis of Zadik the number of satisfied people was 108, and the number of dissatisfied was only 8. Three primary observations can be made from this analysis. First, most of the employees were satisfied with their jobs. Second, the score for dissatisfied employees were higher than for the satisfied in all the Communication Satisfaction factors, and Perceived Productivity. These results suggest that the employees who were satisfied with their jobs were also more satisfied with the Communication Satisfaction factors and with Perceived Productivity than were those employees who were dissatisfied with their jobs. Third, two statistically significant difference occurred at the .05 level for Personal Feedback ($F=4.26$; $p=.04$), and Organizational Integration ($F=7.89$; $p=.00$)

In the analysis of Mayaprin the number of satisfied people was 38, and the number of dissatisfied was only 1. Two primary observations can be made from this analysis. First, most of the employees were satisfied with their jobs. Second, the score for dissatisfied employees were higher than were the scores of the satisfied for all the Communication Satisfaction factors, and Perceived Productivity. These results suggested that the employees who were satisfied with their jobs were also more satisfied with the Communication Satisfaction factors and with

Perceived Productivity than were those employees who were dissatisfied with their jobs. No statistically significant results for this comparison of Job Satisfaction vs. Job Dissatisfaction were found at the Mayaprin company.

4. Comparison of Departments

This section compares Departments on Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity. The employees were categorized into three groups according to their departments. 1) Administration, 2) Sales, and 3) Production. Table 5.15 reports the results of the ANOVA for each of the communication satisfaction factors, job satisfaction, and perceived productivity. The results are presented first for the two companies combined and then for each company separately.

In the analysis of Zadik and Mayaprin combined, the groups were categorized as follows.

Group	Department	N
1	Administration	38
2	Sales	12
3	Production	100

Some interesting observations can be made from the results displayed in Table 5.15. First, the Production employees rated the communication satisfaction factors, except for communication with Supervisors and Job

Table 5.15
Comparison of Departments on Communication Satisfaction Factors,
 Job Satisfaction, and Perceived Productivity

FACTORS		ZADIK/MAYAPRIN			ZADIK			MAYAPRIN		
		Mean	F	P	Mean	F	P	Mean	F	P
Corporate Information	1	15.7	4.5	.01	16.4	4.7	.01	13.2	0.5	.61
	2	13.9			14.1			12.5		
	3	18.0			19.3			14.6		
Personal Feedback	1	15.6	3.9	.02	16.3	3.6	.03	13.3	1.8	.17
	2	12.7			14.5			9.0		
	3	17.3			18.9			13.2		
Organizational Integration	1	12.3	2.2	.11	12.8	2.4	.09	10.4	0.4	.65
	2	11.7			12.4			10.0		
	3	13.8			14.7			11.5		
Communication w/Supervisor	1	10.6	4.4	.01	10.9	4.8	.01	9.9	0.3	.70
	2	9.5			10.1			8.2		
	3	12.9			14.0			10.0		
Communication Climate	1	14.3	1.0	.37	15.0	1.0	.35	12.0	0.2	.83
	2	12.2			12.9			10.7		
	3	14.4			15.5			11.5		
Horizontal Communication	1	14.8	4.5	.01	15.2	3.9	.02	12.7	0.9	.40
	2	12.2			12.1			12.2		
	3	16.0			16.5			14.4		
Media Quality	1	14.0	1.9	.15	14.4	0.9	.44	12.6	1.4	.25
	2	11.6			13.3			8.7		
	3	14.7			15.4			12.7		
Communication w/Subordinates	1	11.4	1.5	.24	10.7	1.6	.24	12.5	0.5	.65
	2	13.0			14.0			11.0		
	3	10.2			10.3			9.5		
Job Satisfaction	1	2.2	0.2	.85	2.4	0.0	.96	1.6	0.7	.50
	2	2.2			2.2			1.7		
	3	2.3			2.5			1.9		
Perceived Productivity	1	2.7	5.1	.00	2.8	1.5	.21	2.2	6.9	.00
	2	2.8			2.8			2.7		
	3	3.3			3.2			3.4		

1. Administration
2. Sales
3. Production

Satisfaction, higher than did the employees of the two other departments. However, the Production employees rated their Productivity as the lowest. Second, the scores for the Administration employees were higher than were the scores for the Sales employees for all the communication satisfaction factors, except Communication with Supervisors and Job Satisfaction. However, the Administration employees also rated their Productivity lower than did the Sales employees. These results suggest that the employees who were the least satisfied with the communication practices and with their jobs were those of the Production department. The most satisfied employees were those of the Administration department.

Third, the Tukey lsd (least significant difference) test was used to compare the means of these five factors and the following significant results were found.

Corporation Perspective ($F=4.49$; $p=.01$)

Mean	Group	2	1	3
13.58	2			
15.71	1			
18.00	3	*	*	

These findings reveal that the Production employees were significantly less satisfied with Corporate Information communication practices than were the employees of the two other departments.

Personal Feedback (F=3.93; p=.02)

Mean	Group	2	1	3
12.66	2			
15.64	1			
17.32	3	*		

This result suggests that the Production employees were significantly less satisfied with Personal Feedback communication practices than were the Sales department employees.

Supervisor Communication (F=4.22; p=.01)

Mean	Group	2	1	3
9.50	2			
10.61	1			
12.86	3	*	*	

These findings show that the Production employees were significantly less satisfied with Supervisor Communication practices than were the employees of the two other departments.

Horizontal Communication (F=4.51; p=.01)

Mean	Group	2	1	3
12.16	2			
14.75	1			
15.94	3	*		

This reveals that the Production employees were significantly less satisfied with Horizontal Communication practices than were the Sales department employees.

Perceived Productivity (F=5.12; p=.00)

Mean	Group	1	2	3
2.68	1			
2.76	2			
3.25	3	*		

This shows that the Production employees rated their Productivity significantly lower than did the Administration employees.

In the analysis of Zadik the groups were categorized as follows.

Group	Department	N
1	Administration	30
2	Sales	8
3	Production	73

The same kinds of observations that were done for the two companies combined can also be applied to this company separately. The Tukey lsd (least significant difference) test was used to compare the means of these four factors and the following significant results were found.

Corporation Information ($F=4.68$); $p=.01$)

Mean	Group	2	1	3
14.12	2			
16.36	1			
19.26	3	*	*	

These results suggest that the Production employees were significantly less satisfied with Corporate Perspective communication practices than were the employees of the two other departments.

Personal Feedback ($F=3.55$; $p=.03$)

Mean	Group	2	1	3
14.50	2			
16.31	1			
18.92	3	*	*	

These findings reveal that the Production employees were significantly less satisfied with Personal Feedback communication practices than were the employees of the two other departments.

Supervisor Communication ($F=4.75$; $p=.01$)

Mean	Group	2	1	3
10.12	2			
10.85	1			
13.97	3	*		

This shows that the Production employees were significantly less satisfied with Supervisor Communication practices than were the employees of the Administration departments.

Horizontal Communication ($F=3.86$; $p=.02$)

Mean	Group	2	1	3
12.12	2			
15.24	1			
16.46	3	*		

This finding suggests that the Production employees were significantly less satisfied with Horizontal Communication practices than were the Sales department employees.

In Mayaprin none of the comparisons of departments on the Communication Satisfaction factors, and Job Satisfaction were statistically significant. This means that there are no significant differences among departments regarding Communication Satisfaction and Job Satisfaction. The only significant difference ($p=.00$) was found on productivity between the Production department and the

Administration department. This finding revealed that the Production employees perceived their productivity as being significantly lower than that of the Administration employees.

5. Comparison of Productive vs. Nonproductive Employees

For the purpose of this analysis the subjects were divided into two groups based on their ratings of Perceived Productivity. The groups were categorized as being productive from 1 to 4, and nonproductive from 5 to 7 based on a scale from 1 to 7. Table 5.16 displays the result of the ANOVA for each of the Communication Satisfaction factors, and Job Satisfaction. The results are presented first for the two companies combined and then for each company separately.

In the analysis of Zadik and Mayaprin combined the number of productive people was 143, and the number of nonproductive was only 6. Three primary observations can be made from this analysis. First, most of the employees perceived themselves as being productive. Second, the scores for the nonproductive employees were higher than were the scores for the productive employees in all of the communication satisfaction factors and job satisfaction. These results suggest that nonproductive employees were more dissatisfied with the Communication Satisfaction factors and also with Job Satisfaction.

Table 5.16

Comparison of Perceived Productivity on Communication Satisfaction
Factors, and Job Satisfaction

FACTORS		ZADIK/MAYAPRIN			ZADIK		
		Mean	F	P	Mean	F	P
Corporate Information	P	17.0	5.3	.02	18.0	3.4	.06
	N	22.5			22.5		
Personal Feedback	P	16.4	5.2	.02	17.8	2.9	.09
	N	22.0			22.0		
Organizational Integration	P	13.1	4.1	.04	13.9	2.6	.11
	N	17.0			17.0		
Communication w/Supervisor	P	11.9	4.8	.02	12.8	3.0	.08
	N	16.7			16.7		
Communication Climate	P	14.0	8.9	.00	15.0	6.3	.01
	N	20.3			20.3		
Horizontal Communication	P	15.3	2.2	.14	15.7	1.4	.23
	N	18.2			18.2		
Media Quality	P	14.3	1.3	.25	15.0	0.7	.42
	N	16.7			16.7		
Job Satisfaction	P	2.2	11.4	.00	2.4	7.8	.00
	N	3.8			3.8		

P= Productive
N= Nonproductive

Mayaprin only data was omitted from this table because no analyses were possible because none of the Mayaprin employees fell into the category of nonproductive. The Communication with Subordinates was omitted for the same reason.

Third, six statistically significant differences occurred at the .05 level: 1) Corporate Perspective ($F=5.34$; $p=.02$); 2) Personal Feedback ($F=5.20$; $p=.02$); 3) Organizational Integration ($F=4.10$; $p=.04$); 4) Supervisor Communication ($F=4.82$; $p=.02$); 5) Communication Climate ($F=8.91$; $p=.00$); and 6) Job Satisfaction ($F=11.40$; $p=.00$).

In the analysis of Zadik singularly the number of productive people was 140, and only six were nonproductive. Three primary observations can be made from this analysis. First, most of the employees perceived themselves as being productive. Second, the scores for the nonproductive employees were higher than were the scores for the productive employees in all of the Communication Satisfaction factors and Job Satisfaction. These results suggest that the nonproductive employees were more dissatisfied with the Communication Satisfaction factors and with Job Satisfaction. Third, two statistically significant differences, Communication Climate ($F=6.33$; $p=.01$), and Job Satisfaction ($F=7.81$; $p=.00$), occurred at the .05 level.

No analysis was possible for Mayaprin because no employees fell in the nonproductive category.

6. Comparisons between the Zadik and the Mayaprin Companies

This section discusses the ANOVA from the perspective of the ratings on items, Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity given by employees. For the purpose of this analysis the subjects were divided by companies into two groups: 1) Zadik (N=122) and 2) Mayaprin (N=55). Table 5.17 displays the results of the ANOVA for each of the items. Table 5.18 reports the results of each of the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity.

Analysis of the items

Twenty five of the forty (63%) communication satisfaction items show statistically significant difference at the .05 level between the two companies. Mayaprin employees show more satisfaction than Zadik employees in all of those twenty five items. The items with the strongest statistically significant differences were:

- 1) Item 9 "Recognition of my efforts." (F=22.8; P=.000).
- 2) Item 19 "Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals." (F=21.2; P=.000).
- 3) Item 18 "Extent to which superiors know and understand the problems faced by subordinates." (F=17.9; P=.000).

Table 5.17
Comparison of Zadik and Mayaprin on Communication Satisfaction
Factors, Job Satisfaction, and Perceived Productivity

ITEM	COMPANIES	Mean	F	P	
4	1. Zadik 2. Mayaprin	3.1 2.1	16.5	.00	Information about my progress in my job.
5	1. Zadik 2. Mayaprin	2.9 2.9	0.1	.78	Personnel news.
6	1. Zadik 2. Mayaprin	3.2 2.4	10.2	.00	Information about company policies and goals.
7	1. Zadik 2. Mayaprin	3.5 2.8	7.2	.00	Information about how my job compares with others.
8	1. Zadik 2. Mayaprin	4.0 2.8	17.3	.00	Information about how I am being judged.
9	1. Zadik 2. Mayaprin	3.7 2.4	22.8	.00	Recognition of my efforts.
10	1. Zadik 2. Mayaprin	3.1 2.2	10.3	.00	Information about departmental policies and goals.
11	1. Zadik 2. Mayaprin	2.8 2.2	8.8	.00	Information about the requirements of my job.
12	1. Zadik 2. Mayaprin	4.1 3.9	0.2	.67	Information about government action affecting my company.
13	1. Zadik 2. Mayaprin	3.1 2.5	4.0	.04	Information about the change in the company.
14	1. Zadik 2. Mayaprin	3.3 2.5	8.6	.00	Reports on how problems in my job are handled.
15	1. Zadik 2. Mayaprin	2.1 1.7	4.8	.02	Information about employee benefits and pay.
16	1. Zadik 2. Mayaprin	4.0 2.8	14.7	.00	Information about company profits and financial standing.
17	1. Zadik 2. Mayaprin	3.6 2.5	15.6	.00	Information about accomplishments and/or failures of the company.

18	1. Zadik 2. Mayaprin	3.5 2.3	17.9	.00	Extent to which superiors know and understand the problems faced by subordinates.
19	1. Zadik 2. Mayaprin	3.2 2.0	21.2	.00	Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.
20	1. Zadik 2. Mayaprin	2.5 1.8	10.4	.00	Extent to which my supervisor listens and pays attention to me.
21	1. Zadik 2. Mayaprin	3.1 2.7	2.4	.12	Extent to which the people in my organization have great ability as communicators.
22	1. Zadik 2. Mayaprin	2.7 1.9	11.6	.00	Extent to which my supervisor offers guidance for solving job related problems.
23	1. Zadik 2. Mayaprin	2.8 2.0	11.1	.00	Extent to which the company's communication makes me identify with it or feel a vital part of it.
24	1. Zadik 2. Mayaprin	2.8 2.6	0.3	.58	Extent to which the company publications are interesting and helpful.
25	1. Zadik 2. Mayaprin	2.4 1.8	5.1	.02	Extent to which my supervisor trusts me.
26	1. Zadik 2. Mayaprin	3.0 2.6	2.4	.11	Extent to which I receive on time the information needed to do my job.
27	1. Zadik 2. Mayaprin	3.1 2.3	11.2	.00	Extent to which conflicts are handled appropriately through proper communication channels.
28	1. Zadik 2. Mayaprin	4.3 4.4	0.1	.74	Extent to which the grapevine is active in our organization.
29	1. Zadik 2. Mayaprin	2.7 2.1	5.0	.01	Extent to which my supervisor is open to ideas.
30	1. Zadik 2. Mayaprin	2.6 2.1	4.2	.04	Extent to which horizontal communication with other employees is accurate and free-flowing.

31	1. Zadik 2. Mayaprin	2.8 2.4	3.2	.07	Extent to which communication practices are adaptable to emergencies.
32	1. Zadik 2. Mayaprin	2.4 2.1	2.5	.11	Extent to which my work group is compatible.
33	1. Zadik 2. Mayaprin	3.4 2.3	17.7	.00	Extent to which our meetings are well-organized.
34	1. Zadik 2. Mayaprin	2.6 2.4	1.7	.19	Extent to which the amount of supervision given me is about right.
35	1. Zadik 2. Mayaprin	2.8 2.5	1.8	.18	Extent to which written directives and reports are clear and concise.
36	1. Zadik 2. Mayaprin	2.9 2.2	9.6	.00	Extent to which the attitudes toward communication in the company are basically healthy.
37	1. Zadik 2. Mayaprin	3.5 2.8	10.6	.00	Extent to which informal communication is active and accurate.
38	1. Zadik 2. Mayaprin	3.1 2.6	4.3	.03	Extent to which the amount of communication in the company is about right.
42	1. Zadik 2. Mayaprin	1.9 1.8	1.1	.80	Extent to which my subordinates are responsive to downward directive communication.
43	1. Zadik 2. Mayaprin	2.4 3.0	1.5	.23	Extent to which my subordinates anticipate my needs for information.
44	1. Zadik 2. Mayaprin	2.1 2.2	0.1	.80	Extent to which I do not have communication overload.
45	1. Zadik 2. Mayaprin	2.4 1.8	1.9	.19	Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms.
46	1. Zadik 2. Mayaprin	2.1 2.2	0.0	.86	Extent to which my subordinates feel responsible for initiating accurate upward communication.

Table 5.18

Comparison of Zadik and Mayaprin on Communication SatisfactionFactors, Job Satisfaction, and Perceived Productivity

FACTORS	COMPANIES	Mean	F	P
Corporate Information	1. ZADIK	18.1	14.3	.00
	2. MAYAPRIN	14.1		
Personal Feedback	1. ZADIK	17.9	25.3	.00
	2. MAYAPRIN	12.8		
Organizational Integration	1. ZADIK	14.0	11.5	.00
	2. MAYAPRIN	11.2		
Communication w/Supervisor	1. ZADIK	12.9	11.4	.00
	2. MAYAPRIN	9.9		
Communication Climate	1. ZADIK	15.2	16.2	.00
	2. MAYAPRIN	11.6		
Horizontal Communication	1. ZADIK	15.8	5.7	.01
	2. MAYAPRIN	13.9		
Media Quality	1. ZADIK	15.0	8.2	.00
	2. MAYAPRIN	12.3		
Communication w/Subordinates	1. ZADIK	10.8	0.0	.90
	2. MAYAPRIN	11.0		
Job Satisfaction	1. ZADIK	2.5	10.6	.00
	2. MAYAPRIN	1.8		
Perceived Productivity	1. ZADIK	3.1	0.0	.90
	2. MAYAPRIN	3.1		

- 4) Item 33 "Extent to which our meetings are well-organized." (F=17.7; P=.000).
- 5) Item 8 "Information about how I am being judged." (F=17.0; P=000).

On the other hand, the Mayaprin employees show slightly less satisfaction than did the Zadik employees on only four items (10%). None of these four items show a statistically significant difference at the .05 level.

These items are:

- 1) Item 46 "Extent to which my subordinates feel responsible for initiating accurate upward communication." (F=0.03; P=.86).
- 2) Item 44 "Extent to which I do not have communication over load." (F=0.06; P=.80).
- 3) Item 28 "Extent to which the grapevine is active in our organization." (F=0.11; P=.74)
- 4) Item 43 "Extent to which my subordinates anticipate my needs for information." (F=1.5; P=.23).

Analysis of the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity

Table 5.18 reports the results of the ANOVA for the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity.

Seven of the eight communication satisfaction factors show statistically significant differences at the .05 level and reveal important difference between the two companies. Mayaprin employees show more satisfaction than Zadik employees in all of these seven factors. Communication with Subordinates is the only factor that did not

show a statistically significant difference ($F=0.0; P=.80$). The factors that show the strongest statistically significant difference are: Personal Feedback ($F=25.3; P=.000$); Communication Climate ($F=16.2; P=.000$); and Corporate Perspective ($F=14.3; P=000$).

On the other hand, the Mayaprin employees revealed much more Job Satisfaction than did the Zadik employees ($F=10.6; P=.001$). However, Perceived Productivity was rated equally by the employees of both companies ($F=0.0; P=.90$).

In summary, the analyses of Items, Communication Satisfaction Factors, and Job Satisfaction revealed that there exists a great difference between the two companies. Hence, it can be concluded that the Mayaprin employees were much more satisfied than Zadik employees with their communication practices and their jobs.

CONTENT ANALYSIS

The answers to the two open-end questions were analyzed with the research methodology of content analysis. Two raters were used, and an inter-rater reliability of 90% was found. A total of 117 comments were made to question number three: "If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how." Additionally, a total of 115 comments were made to question

number forty one: "If the communication associated with your job could be changed in any way to make you more productive, please tell how." The classification of the responses by companies and departments are presented below:

	<u>ZADIK/MAYAPRIN</u>				<u>ZADIK</u>				<u>MAYAPRIN</u>			
DEPARTMENTS	A	S	P	T	A	S	P	T	A	S	P	T
Question # 3	26	8	83	117	20	5	60	85	6	3	23	32
Question # 41	25	7	83	115	19	4	57	80	6	3	26	35
Totals				232				185				67

A= Administration S= Sales P= Production T= Totals

It should be noted that 73% of the sample chose to answer the questions. This high rate of response shows that the employees in both companies took the survey seriously.

Each answer was read and classified according to the eight communication satisfaction factors. New categories were created for those answers that did not fall into the eight communication satisfaction categories, such as Training, Career Development, and Fringe Benefits. The responses were also grouped by departments. The results of this analysis are summarized next.

Comments about Improving Job Satisfaction

The most frequent comments about improving Job Satisfaction fell into these six categories: Communication Climate, Supervisory Communication, Personal Feedback, Media Quality, Career Development and Fringe Benefits.

Sample comments from both companies about ways to improve Job Satisfaction are given below grouped by categories.

Communication Climate

Communication should be given at all levels, therefore, it shouldn't be interrupted by social conflicts among hierarchic levels. Motivation and stimuli should be used to help me in the performance of my work. Activities outside the labor relationship should be developed in order to get us to know the people around us better. We need more participation in meetings and decision making. We need to have more motivation in order to get people involved in the achievement of the company's objectives.

Supervisory Communication

I would like to be informed by my supervisor about what he really expects from my job in order to avoid mistakes. I would like to have clear explanations. We need a better coordination between supervisors and coworkers. I wish that my supervisor would indicate in advance the

changes he plans to make which will affect the efficient performance of my job. Superiors should give more time to clearly presenting what is expected from us. Superiors should not emphasize the intellectual differences between the bosses and the workers. Supervisors should be given the support they need. Management should trust people and accept suggestions regarding the problems they have about their positions. Supervisors should be given better training in order to teach them how to make workers feel that they are a part of the company. Communication has to be direct and well explained. If supervisors make mistakes, they should admit them. It is important that my supervisor be acquainted with the level of difficulty of my tasks if he is to understand the importance of my job. Supervisors should become more familiar with worker's needs.

Organizational Integration

Monthly work meetings should be scheduled with the Administration, Sales and Production departments to coordinate efforts and to discuss work problems.

Personal Feedback

I would like to work under more pressure and have more evaluations through a four-times-a-year interview plan. Supervisors should make the worker feel that his job is worthwhile by pointing out the good things he does

instead of pointing out only the mistakes.

Media Quality

We need to have short, practical daily meetings to learn about and solve problems.

Career Development

We need position rotation because we have become mechanized. Better positions should be given to more educated people.

Fringe Benefits

It would be good if we get better salaries, because then we would know that the company is satisfied with our jobs. Special rewards for outstanding jobs would be a good incentive.

Comments about Improving Productivity

The most frequent comments made about improving productivity tended to revolve around the same six categories: Communication Climate, Supervisory Communication, Personal Feedback, and Career Development, Media Quality, Organizational Integration, and Training.

Sample comments about ways to improve productivity are given below grouped by categories.

Communication Climate

Well defined goals and polices are needed at every level. Communication with all personal must be improved because the people involved in a task are sometimes the least informed. Please give me more participation in the company's objectives and a share of its achievements. I would like to have the supervisors delegate more authority to me.

Supervisory Communication

Those who generate communication in the company should be more careful about transmitting the necessary instructions. Sometimes we have productive jobs that are not recognized because our jobs are only judged on the basis of having errors or being very outstanding. Whenever the supervisor requires something from me, he should let me know in advance so that I will be able to it well. The required information for reports should be given to me on time so that I will be able to make a good analysis of it. Orders should be given on time and not at the last minute. Supervisors should be sure that what they ask for is what they need. Communication should come directly from supervisors.

Personal Feedback

I need to be told more often how satisfied my supervisor is with the job I am doing. Supervisors should be

congratulated for a well done job because they teach us (the workers) how to do the job well.

Media Quality

Job descriptions shall be carefully done and adequate time should be allowed to develop them without rushing. We should schedule well planned meetings every two weeks for supervisors, department managers, and production managers. The information from the Sales department should be more clear and precise.

Organizational Integration

All of the departmental staff along with the supervisor should discuss the weekly and monthly work plans. I need established priorities for the work I am supposed to do so that I may act accordingly to them.

Training

We need in service workshops about human relations and machinery operation.

Discussion of the Comments

An analysis of the above comments revealed the following employee areas of concern.

1. The employees expressed a need for more information about participation in company and department goals and policies. They also wanted to become more motivated in order to feel involved in the achievement of company and department objectives. The employees needed to feel

they are an important part of the company.

2. The supervisors should generate more specific and on time information about job requirements. They should also trust and be acquainted with the employees personal and working needs.

3. The employees want to have more frequent evaluation of their work. They need to know that the jobs that they are performing is worthwhile and have both the positive and negative aspects of the work pointed out to them. They resent having feedback that stresses mainly mistakes.

4. Another need seems to be more regular and better planned meetings in which the people involved may participate in the areas that are of concern to them. Employees would also like to be more involved in decision making.

5. Employees seem to be concerned with both technical training and human relations courses that would enable them to improve productivity and increase their job satisfaction.

6. Finally, employees expressed a need for better fringe benefits, reward systems, and career development plans.

CONCLUSIONS

The purpose of the analysis done in this chapter was

to answer the research questions that were proposed at the beginning of this study.

The purpose of the first research question was to determine the relationships between each of the eight Communication Satisfaction factors and Job Satisfaction in the Zadik and Mayaprin companies.

In the Zadik company, Personal Feedback, Organizational Integration, and Subordinates Communication were perceived as having the strongest relationships with Job Satisfaction. On the other hand, Horizontal Communication, Subordinates Communication did not have any significant relationship with Job Satisfaction.

In the Mayaprin company, Feedback, and Organizational Integration were perceived as having the strongest relationship with Job Satisfaction. On the other hand, Subordinates Communication showed a strong negative relationship with Job Satisfaction, and Corporate Information and Communication Climate did not show any significant relationship with job satisfaction.

In summary, Personal Feedback, Organizational Integration, and Communication climate were perceived as having the strongest relationship with Job Satisfaction for Guatemalan employees. On the other hand, Horizontal Communication, and Subordinates Communication did not have any significant relationship to Job Satisfaction.

The purpose of the second research question dealt

with the relationships between each of the eight Communication Satisfaction factors and Perceived Productivity in the Zadik and Mayaprin companies.

In the Zadik company, Subordinates Communication, Horizontal Communication, Media Quality, and Communication Climate were perceived as having the strongest relationship with Perceived Productivity.

In the Mayaprin company, none of the factors showed a significant correlation with perceived productivity. On the other hand, Subordinates Communication was negatively related to Perceived Productivity.

In summary, Horizontal Communication, Media Quality, Corporate Information, and Supervisors Communication were the only four Communication Satisfaction factors that revealed a significant relationship with Perceived Productivity for the Guatemalan employees.

Another interesting finding that must be considered is the fact that the communication factors that correlated the least with Job Satisfaction (Horizontal Communication, and Media Quality) were the factors that correlated the most with Perceived Productivity. These findings show that the communication factors correlate inversely with the end products of Job Satisfaction, and Perceived Productivity.

The purpose of the third research question was to determine how the departments of the companies compared

regarding the eight communication satisfaction factors, overall job satisfaction, and overall perceived productivity.

Sales employees were found to be more satisfied than were the employees from the other departments with the communication practices. No significant difference was found among departments in relation to Job Satisfaction and Perceived Productivity.

The purpose of the fourth research question was to determine the impact of tenure on the eight communication satisfaction factors, job satisfaction, and perceived productivity.

In general, no consistent patterns of behavior were found regarding the impact of tenure on the Communication Satisfaction factors, Job Satisfaction, and Perceived Productivity. However, some statistically significant conclusions can be drawn regarding some of the specific communication factors which are presented below.

Organizational Integration

Employees with more than 6 years of tenure were significantly less satisfied with Organizational Integration communication practices than were those employees with a tenure of less than one year, and those with a tenure of 4 to 6 years. On the other hand, employees with a tenure of 2 to 3 years were significantly less satisfied with Organizational Integration communication practices than

were those with a tenure of 4 to 6 years.

Supervisor Communication

Employees with a tenure of 2 to 3 years were significantly less satisfied with their Communication with Supervisors than were those employees with a tenure of less than one year. On the other hand, employees with a tenure of more than 6 years were significantly less satisfied with their Communication with Supervisors than were those with a tenure of less than one year.

Communication Climate

Employees with a tenure of 2 to 3 years were significantly less satisfied with Communication Climate practices than were those employees with a tenure of less than one year, and those with a tenure of 4 to 6 years.

Perceived Productivity

Employees with a tenure of less than one year rated their Productivity significantly lower than did the other categories of employees.

In the Zadik company, some statistically significant conclusions can be drawn regarding these two specific communication factors.

Organizational Integration

Employees with a tenure of 2 to 3 years were significantly less satisfied with Organizational Integration communication practices than were those employees with a tenure of 4 to 6 years. On the other hand, employ-

ees with a tenure of more than 6 years were significantly less satisfied with Organizational Integration communication practices than were those with a tenure of 4 to 6 years.

Communication Climate

Employees with a tenure of 2 to 3 years were significantly less satisfied with Communication Climate practices than were those employees with a tenure of more than 4 years.

No statistically significant conclusions could be drawn for Mayaprin company.

The purpose of the fifth research question was to determine the differences and similarities in the responses of job satisfied and job dissatisfied employees for the eight communication satisfaction factors, and perceived productivity.

It was found that employees who were satisfied with their jobs were also more satisfied with the Communication Satisfaction Factors, and with Perceived Productivity than were those employees who were dissatisfied with their jobs. The three factors which showed the strongest differences were Personal Feedback, Organizational Integration, and Communication Climate.

The purpose of the sixth research question was to determine the differences and similarities in responses between supervisors and nonsupervisors for the eight com-

munication satisfaction factors, job satisfaction, and perceived productivity.

It was found that the Supervisors were more satisfied with their communication practices and jobs, in the Zadik company. However, in the Mayaprin company the Nonsupervisors were more satisfied with the communication practices. Job satisfaction was rated equally by both the Supervisors and the Nonsupervisors.

The purpose of the seventh research question was to determine the differences and similarities between the two Guatemalan companies and some peer organizations in the United States for the eight communication satisfaction factors.

It was concluded that Guatemalan and American employees perceive similarly their satisfaction with the communication practices in their organizations. Although cultural differences seemed to somewhat influence the satisfaction perception, in general, the employees of the six American companies were less satisfied with the communication practices in their organizations than were the Guatemalan employees in the two companies studied.

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CHAPTER SIX

CONCLUSIONS AND DISCUSSION

This study was designed to assess how communication relates to employee job satisfaction and perceived productivity in Guatemalan organizations. In order to investigate these areas, two different lithographic companies were studied. Litografía Zadik, S.A., with 223 employees, was chosen as an example of an old, large, and multinational company; and Litografía Mayaprin, S.A., with 51 employees, as an example of a new and small company.

The instrument used for collecting the data was the "Communication Satisfaction Questionnaire" which was developed by Cal W. Downs and Michael D. Hazen (1977).

The data about the two companies together and each company separately are included in Chapter 5. The purpose of this chapter is to present the general conclusions from the study, discuss the implications of the findings, report the limitations of the project, and suggest future research directions.

Review of Research Questions

The following research questions were formulated for the purpose of this study.

1. What are the relationships between each of the eight dimensions of the Communication Satisfaction Questionnaire and the participants' levels of job satisfaction in Litografía Zadik and Litografía Mayaprin?

2. What are the relationships between each of the eight dimensions of the Communication Satisfaction Questionnaire and the participants' levels of perceived productivity in Litografía Zadik and Litografía Mayaprin?

3. How do the departments within the two Guatemalan organizations (Litografías Zadik and Mayaprin) compare on the eight communication satisfaction factors, overall job satisfaction, and overall level of perceived productivity?

4. What impact does work tenure in Litografías Zadik and Mayaprin have on the eight communication satisfaction factors and overall job satisfaction and perceived productivity?

5. What are the differences and similarities in responses between job satisfied and dissatisfied participants in Litografías Zadik and Mayaprin for the eight communication satisfaction factors, and perceived productivity?

6. What are the differences and similarities in responses between Supervisors and Nonsupervisors for the eight communication satisfaction factors, job satisfaction, and perceived productivity.

7. How do the responses between Litografías Zadik and Mayaprin compare with peer organizations of the United States for the eight dimensions of the Communication Satisfaction Questionnaire?

GENERAL CONCLUSIONS

The answers to the above research questions lead to the main conclusions that are presented below.

1. Employees in both of the Guatemalan companies are satisfied with the communication practices in the organizations, although certain communication factors were perceived as having greater levels of satisfaction for the employees than did others. Tables 5.2 and 5.6 revealed that employees in both companies rated their satisfaction on the eight communication factors above the midrange on the 5-35 scale. Subordinate Communication, Organizational Integration, and Supervisor Communication were the three communication factors with which the employees were the most satisfied in both companies. The means for these factors fell into the range of satisfied (9-13) except for the Organizational Integration factor which fell into the slightly satisfied range in the Zadik company. On the other hand, Horizontal Communication, Personal Feedback, and Corporate Information are the factors with which employees are less satisfied. The means for these three dimensions fell into the range of slightly satisfied

(14-18), and compared to the other communication satisfaction factors, these scores were low.

2. The two companies are significantly different in their levels of satisfaction on the communication factors. Mayaprin employees are much more satisfied than Zadik employees with their communication practices. Table 5.18 revealed that employees in Mayaprin rated higher than Zadik employees in seven of the eight communication factors, and all of the differences were statistically significant at the .01 level. Communication with Subordinates was the only factor in which Mayaprin employees were less satisfied than Zadik employees, but this difference was not statistically significant. These outstanding differences in satisfaction between the two companies were also confirmed by an analysis of the questionnaire items. This analysis showed that Mayaprin employees were more satisfied than Zadik employees in 36 out of the 40 items.

The communication items that obtained the most significant differences between the employees of the two companies were: a) recognition of efforts, b) extent to which company communication motivates and stimulates an enthusiasm for meeting its goals, c) extent to which superiors know and understand the problems faced by subordinates, d) extent to which our meetings are well-organized, and e) information about how I am being

judged. It is worth notice that three of these items are related to Personal Feedback. This finding indicates that Personal Feedback is the communication factor that accounts for the differences in communication satisfaction levels between the two companies.

Another possible explanation for the difference in communication satisfaction levels between both companies is the fact that Mayaprin is a small and new company eager to develop into a competitive organization in the Guatemalan market. As a new company, the managers are setting a new management style with better benefits policies. For example, Mayaprin distributes 20% of their annual profits among their employees, and this practice is certainly a communication tool. On the other hand, Zadik is a company with a long tradition and good reputation in Guatemalan market, but which has a very different benefit policy and management style.

The differences in communication satisfaction levels may indicate that communication practices need to be improved within the two Guatemalan companies, especially within Zadik. The employees expressed in the open-ended questions a need for more information and participation in the company, particularly in setting department goals and policies. They also wanted to have more communication and motivation in order to feel involved in the achievement of company and department objectives. The employees

expressed a need to feel that they are an important part of the company. In terms of communication between supervisors and subordinates, the subordinates wanted more specific and on time information about job requirements, greater trust, more acquaintance with the employees personal and working needs, and more frequent evaluation of their work. While they want to know that the job they are performing is worthy by pointing out both the positive and negative aspects of it, they resented having feedback stressing mainly mistakes. Additionally, regular and well planned meetings would allow employees to be more involved in decision making. They seemed to be concerned not only about technical training but also about human relation courses in order to improve productivity and job satisfaction. Finally, employees expressed their need for better fringe benefits, a reward system, and career development.

3. Employees in both of the Guatemalan companies are satisfied with their jobs and perceive themselves as productive. The mean score was 2.5 for Zadik employees and 1.8 for Mayaprin employees on a 1-7 scale, where 1 is "very satisfied" and 7 is "very dissatisfied". Tables 5.3 and 5.7 reveal that many employees have increasing levels of Job Satisfaction (42% in Zadik, and 62% in Mayaprin). On the other hand, the mean score on Perceived Productivity for the employees of both companies was of

3.1 on an 1-7 scale, where 1 also is "very satisfied" and 7 is "very dissatisfied". Furthermore, Tables 5.3 and 5.7 reveal that a majority of the employees have increasing levels of Perceived Productivity (61.5% in Zadik, and 73% in Mayaprin).

However, the two companies are significantly different in their levels of Job Satisfaction. Mayaprin employees are much more satisfied than are Zadik employees with their jobs. Table 5.18 reveals that this difference is statistically significant at the .01 level. On the contrary, there is not any difference between the two companies on perceived productivity.

These findings reveal that the differences in communication practices, management style, and benefit system that characterized both companies seem to influence job satisfaction but not perceived productivity.

4. Communication Satisfaction appears to have a strong correlation with Job Satisfaction in both of the Guatemalan companies. Table 5.10 reveals that all of the eight communication factors have some degree of positive correlation to job satisfaction, and six out of the eight factors are correlated at the .01 of significance. Personal Feedback, and Organizational Integration are the communication factors that had the strongest correlation with job satisfaction in both companies. On the other hand, Horizontal Communication, and Communication with

Supervisors did not show a significant relationship with Job Satisfaction.

Nevertheless, there are some differences between Communication Satisfaction and Job Satisfaction in both companies. Table 5.10 reveals that Corporate Perspective, and Communication Climate, correlated significantly differently with Job Satisfaction in the two companies. Furthermore, Communication with Subordinates had a significant strong negative correlation with job satisfaction in Mayaprin but no correlation in Zadik. These findings indicate that the communication practices related to Corporate Perspective and Communication Climate had a significant relationship with job satisfaction in Zadik, but not in Mayaprin. Meanwhile, the communication practices that Supervisors had with their employees in Mayaprin had a negative relationship with their Job Satisfaction levels. The implication of these findings is that different aspects of communication were interacting with the Job Satisfaction levels in the two companies.

5. Communication Satisfaction factors appears to have some significant relationship with Perceived Productivity. Table 5.11 showed that the correlation was very low for almost all these factors, but for four of them it was statistically significant at the .05 level. Horizontal Communication and Media Quality had a strong relationship with perceived productivity in both companies.

On the contrary, Communication with Subordinates and Personal Feedback did not have significant relationship with perceived productivity.

However, the communication factors had different relationship with perceived productivity in both companies. Table 5.11 reveals that Communication Climate, Horizontal Communication, and Media Quality correlated significantly at the .05 level with perceived productivity in Zadik, but not in Mayaprin. Furthermore, Communication with Subordinates and Personal Feedback did not have a significant correlation with perceived productivity in Zadik, but they had a negative correlation in Mayaprin.

These findings show that communication practices related to Horizontal Communication and Media Quality have the most significant relationship with perceptions of productivity. Meanwhile, the communication practices related to Personal Feedback and Communication with Subordinates did not have a significant relationship with perceived productivity. This finding creates a question as to whether there is a lack of Feedback or the problem is just that the Feedback is not given appropriately. This was confirmed in the open-ended questions which received comments like these. "I want to have my job evaluated more often." "I want to know if my job performance is satisfactory and have positive and negative aspects of it pointed out to me." "I resent having feed-

back stressing mainly mistakes." Moreover, the communication practices that Subordinates have with Supervisors do not relate with the way Supervisors perceived their productivity.

Finally, two observations seem warranted. First, people in general do not feel that they are unproductive, and that is why it is difficult to obtain correlations between Perceived Productivity and the communication factors. Second, the data generated in the thesis would suggest that communication interacts differently with job satisfaction and perceived productivity.

6. The differences between supervisors and nonsupervisors on satisfaction with the communication practices were very different in the two companies. According to Table 5.12, Zadik supervisors were more satisfied with their jobs and with the communication practices than nonsupervisors. Similar findings have been observed in other studies (Downs, 1977, Rambo, 1982, 226) to suggest that people at the higher levels of the organizational hierarchy tend to be more satisfied with their jobs and with the communication practices. Nevertheless, an exception was confirmed in the present study as is shown below. In fact, the findings reveal that satisfaction with the communication practices of supervisors in each company is very different. Table 5.12 reveals that Mayaprin supervisors are significantly less satisfied at the .05

level than nonsupervisors with four of the factors and that they rated lower on all others except Media Quality. On the contrary, Zadik nonsupervisors are significantly less satisfied than supervisors with three of the factors, and they rated lower in all the others. Supervisors are significantly more satisfied than nonsupervisors with their jobs in Zadik, but in Mayaprin their job satisfaction was equal. Meanwhile, nonsupervisors in both companies perceive their productivity as being lower than that of supervisors. It seems that the supervisors in Mayaprin are not satisfied with the way they are performing their roles as supervisors. This finding may be explained by the different characteristics of the two companies.

7. On the basis of this research no clear cut conclusions can be made about the relationship between communication factors and tenure. Table 5.13 shows that there is not a consistent pattern of behavior when tenure is compared with Communication Satisfaction factors. However, some statistically significant differences at the .05 level were found among some groups regarding Organizational Integration, Supervisor Communication, and Communication Climate. These results can be found in Chapter 4. On the other hand, the relationship between Job Satisfaction and tenure does not reveal any significant difference in both companies. However, employees with a tenure of 4 to 6 years were more satisfied than were the

other levels of tenure. In addition, employees in both Guatemalan companies who had a tenure of less than a year, perceived their Productivity as being significantly lower than the other levels of tenure. This last finding, which identifies new employees as having lower rates of productivity than older employees, could be explained by the fact that the older employees have personal and organizational production rate standards, while the new employees are eager to produce more.

8. Employees in both of the Guatemalan companies who are satisfied with their jobs are also more satisfied with the Communication Satisfaction factors than are employees who are dissatisfied with their jobs. Table 5.14 showed that job satisfied employees rated their satisfaction with the communication factors higher than did job dissatisfied employees. This difference was statistically significant at the .05 level with regard to Organizational Integration, Personal Feedback, and Communication Climate. On the contrary, both job satisfied and job dissatisfied employees in the two Guatemalan companies did not show significant difference in the way they perceived their productivity. These findings reveal that while the relationship between Job Satisfaction and Communication Satisfaction is strong, the relationship between Job Satisfaction and Productivity is not of a similar strength.

9. Sales department employees in both of the

Guatemalan companies are more satisfied than employees from other departments with the communication practices in their organizations. Table 5.15 reveals that Sales department employees in both companies rated their satisfaction with communication practices very highly, and that Production department employees rated it the lowest except for the area of Communication with Subordinates. Corporate Perspective, Horizontal Communication, Communication with Supervisor, and Personal Feedback were the factors in which the differences among the departments were statistically significant at the .05 level for Zadik. However, these differences were not found statistically significant for Mayaprin. This finding, which identifies Sales department employees as being the most satisfied with the communication practices, may be due to the fact that in both companies these are the smallest departments and, as a consequence, the least complex. Mayaprin has four employees in the Sales department and Zadik has nine. Therefore, it seems that the communication between supervisors and nonsupervisors is more direct and accurate.

The comparison of Job Satisfaction by departments does not show any significant difference in either companies (Table 5.15). However, Tables 5.4 and 5.8 show that the Production department in Zadik had more employees that felt that their Job Satisfaction was increasing

(45%) while in Mayaprin the Sales department had more employees who felt that their satisfaction was going up (100%).

On the other hand, the comparisons of Perceived Productivity by department revealed that the Mayaprin Administration department employees perceived their productivity as being significantly higher than that of the Production department employees (Table 5.15). However, Table 5.4 and Table 5.8 show that in Zadik the Production department had more employees that felt their productivity was going up (67.7%). Meanwhile, in Mayaprin the Sales department had more employees that felt their productivity was going up. These findings indicate that there are no clear patterns of relationships between departments and Job Satisfaction or Perceived Productivity.

10. In both of the Guatemalan companies employees who perceived themselves as productive are more satisfied than are the nonproductive employees. Table 5.16 shows that in both companies, the employees that perceived themselves as productive rated higher their satisfaction with all the communication factors than did the nonproductive employees. These differences were statistically significant at the .05 level in Communication Climate, Corporate Perspective, Personal Feedback, Communication with Supervisor, and Organizational Integration. This

result reveals that there is a close relationship between Perceived Productivity and satisfaction with the communication practices.

Furthermore, employees that perceived themselves as productive are more satisfied with their jobs than are those who perceived themselves as nonproductive in both of the Guatemalan companies. This difference was statistically significant at .01 level. This indicates that there is a very close relationship between Perceived Productivity and Job Satisfaction.

11. Both Guatemalan and American employees have similar satisfaction levels with the communication practices in their organizations. Nevertheless, cultural differences may influence the satisfaction intensity. Table 5.9 reveals that in the six studies conducted in the U.S.A. employees showed more dissatisfaction in all of the eight Communication Satisfaction factors than their peers in the two Guatemalan companies. Communication with Subordinates, Communication with Supervisors, and Organizational Integration were the communication factors with which both American and Guatemalan employees were the most satisfied. On the other hand, Personal Feedback, and Corporate Perspective were the two communication factors with which both American and Guatemalan employees were the most dissatisfied.

These findings raise some questions that need fur-

ther research. Do the two Guatemalan companies have better communication practices than do the six American companies? Or, are the Guatemalan employees less demanding of communication practices than are the American employees? One possibility is that the American employees are more demanding of communication practices than the Guatemalan employees because organizational communication has received more attention in the U.S.A. than in Guatemala. Additionally, some of the American companies are more developed than are the two Guatemalan companies.

Summary

The findings of this study confirmed the following statements about communication satisfaction.

First, the construct of communication satisfaction is indeed multidimensional. It contains multidimensional variables which can be analyzed from different perspectives. The primary factors of communication satisfaction are organizational perspective, organizational integration, personal feedback, communication with supervisor, communication with subordinates, horizontal communication, media quality, and communication climate.

Second, the Communication Satisfaction Questionnaire has proved to be a useful tool for diagnosis in the two Guatemalan organizations as it has been in a wide range

of organizations in the U.S.A., Nigeria, Germany, and Mexico. In fact, as a result of this study it was possible to pinpoint in both companies the communication strengths and weaknesses and how they relate to job satisfaction and perceived productivity. Moreover, many meaningful comparisons could have been made between departments, positions, and so on.

Third, although this study indicates that most of the employees were not dissatisfied with organizational communication, there were definite areas of greatest and least communication satisfaction. Tables 5.2 and 5.6 revealed that employees in both companies rated their satisfaction on the eight communication factors above the midrange on the 5-35 scale.

Fourth, demographic variables provided relatively poor explanations of the level of communication satisfaction. In fact, on the basis of this research no clear cut conclusions can be made about the different effects of communication factors on Tenure.

Fifth, there does appear to be some indication that employees in managerial roles are more satisfied with communication than those who are not. However, this study revealed that that was true for only one of the companies (Zadik), and not for the other (Mayaprin) where supervisors were found to be less satisfied than nonsupervisors with the communication practices in their company.

Sixth, Communication Satisfaction linked to the end-product variable of Job Satisfaction and Perceived Productivity. Nevertheless, the communication satisfaction construct is more effective in explaining job satisfaction than productivity. Tables 5.14 and 5.16 reported significant correlations between Communication Satisfaction factors and Job Satisfaction. However, the communication satisfaction link with perceived productivity was weaker.

LIMITATIONS OF THE STUDY

All research studies have limitations. This project is no exception and these limitations are discussed below.

1. The use of only one instrument of measurement is limiting. This study was based exclusively on data collected from the Communication Satisfaction Questionnaire. Hence, any kind of construct validity could be used to give support to the findings. The use of interviews would have helped to give support to the findings and also to ascertain why people responded the way they did when they answered the test.

2. The findings of this study are the result of the statistical analyses that were used. However, the interpretation task was difficult because the researcher did not have more complete knowledge of companies that were

studied. The only involvement the researcher had with the companies was during the two days while the questionnaire was given to the employees. Although some formal interviews were held with the General Managers of the companies the information collected was not enough as to make a thorough interpretation of the findings. Given these situations the assistance of some one in the organization would have been necessary for the accurate interpretation of some findings. However, this was not possible since the researcher did the interpretation of the findings after he had returned to the U.S.A.

3. The limitation of using an instrument of measurement made in a different culture needs to be considered. The findings of this study proved that the Communication Satisfaction Questionnaire was a useful tool for organizational diagnosis in Guatemala as in the U.S.A., Mexico, Nigeria and Germany. However, there still are some aspects of the instrument that need to be considered when it is used in a different culture, such as terminology, ways of perception and conceptualization, and management style. Therefore, a standardization of the instrument to each culture would be ideal.

4. The nature of the sample needs to be considered. There are two main concerns regarding this point. First, in Zadik company the lowest level of the employees of the production department were excluded and they represented

63% of the whole population. The reason why they were excluded was because most of them were illiterate. Therefore, there is some concern as to whether the production department results, with the omission of these employees, accurately represented all of the critical aspects of that department. Second, in the Mayaprin company the size of the sample was small, specially in the sales department which had only 4 employees. Furthermore, the number of supervisors per department in both companies was in some cases only one. There is always a question about the generalizability of results from such a limited sample.

FUTURE RESEARCH

Some new directions can be suggested for future research from this pioneer study of communication satisfaction in the Guatemalan organizational context.

1. The findings of this study are representative and valuable only for the two organizations that were investigated. It is important to take into consideration that the organizations studied were unique in their organizational structure, communication channels, and style of administration. A broader study including a much larger sample utilizing all types of companies in Guatemala is recommended for subsequent investigations.

2. Future studies in the Guatemalan organizational context should include more than just one instrument of

measurement in order to give support to the findings. Moreover, the instruments to be used should first be adapted to the Guatemalan culture using the techniques of standardization that are available in the field of the research.

3. The researcher must be more involved in the organizational contexts being studied in order to make an accurate interpretation of the findings. If this is not possible he or she will need the assistance of some one in each of the organizations who is well acquainted with their management.

4. Since not all problems in organizational contexts are communication problems, it would be desirable in future research studies to use additional instruments which measure others variables such as employees satisfaction with their salaries, fringe benefits, career development ladders, position assignments, promotions, working conditions, reward systems, etc.

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APPENDIX A

CUESTIONARIO DE SATISFACCION EN LA COMUNICACION

Cal W. Downs y Michael D. Hazen
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INTRODUCCION. La mayoría de nosotros asumimos que la calidad y cantidad de comunicación en nuestro trabajo influye en el grado de satisfacción y productividad que logramos. A través de este estudio, esperamos descubrir cuán satisfecho está Ud. con el tipo de comunicación que existe en la empresa, y las sugerencias que Ud. propone para mejorarla.

Este cuestionario puede responderse en 10 o 15 minutos aproximadamente. Agradecemos, de ante mano, el tiempo que le dedique.

Sus respuestas serán estrictamente confidenciales, por lo que le suplicamos que sea lo más sincero posible y que no escriba su nombre. Le aclaramos que este no es un examen, por lo tanto su opinión es la única respuesta correcta y válida. Las respuestas serán agrupadas para realizar el reporte final.

Llevo trabajando en la Empresa:

Menos de 1 año ____
1 - 3 años ____
4 - 6 años ____
Más de 6 años ____

Trabajo en el Departamento de _____

Mi puesto es: Supervisor ____
No supervisor ____

1. ¿Cuál es su nivel de satisfacción en relación con su trabajo? (seleccione una respuesta)

____ 1. Muy insatisfecho	____ 5. Más o menos satisfecho
____ 2. Insatisfecho	____ 6. Satisfecho
____ 3. Más o menos insatisfecho	____ 7. Muy satisfecho
____ 4. Indiferente	

2. En los últimos 6 meses, qué ha sucedido con su nivel de satisfacción en el trabajo? (seleccione una respuesta)

____ 1. Permanece igual ____ 2. Ha aumentado ____ Ha disminuido

3. Si la comunicación relacionada con su trabajo pudiera ser cambiada para ayudarlo a sentirse más satisfecho, por favor indique cómo.

A. En la lista de abajo aparece cierta información relacionado con el trabajo. Por favor indique, encerrando en un círculo el número más apropiado, cuál es su nivel de satisfacción en relación con la cantidad y/o calidad de la información que recibe.

		<i>Muy Satisfecho</i>	<i>Satisfecho</i>	<i>Poco Satisfecho</i>	<i>Indiferente</i>	<i>Poco Insatisfecho</i>	<i>Muy Insatisfecho</i>	<i>Insatisfecho</i>
4. Información sobre mi progreso en el trabajo.	1	2	3	4	5	6	7	
5. Noticias del personal de la empresa.	1	2	3	4	5	6	7	
6. Información sobre las políticas y objetivos de la empresa.	1	2	3	4	5	6	7	
7. Información de cómo se compara mi trabajo con el de otros.	1	2	3	4	5	6	7	
8. Información sobre cómo estoy siendo evaluado.	1	2	3	4	5	6	7	
9. Reconocimiento a mis esfuerzos.	1	2	3	4	5	6	7	
10. Información sobre las políticas y objetivos de mi departamento.	1	2	3	4	5	6	7	
11. Información sobre las exigencias de mi trabajo.	1	2	3	4	5	6	7	
12. Información sobre las acciones del gobierno que afectan a la empresa.	1	2	3	4	5	6	7	

	<i>Muy Satisfecho</i>	<i>Satisfecho</i>	<i>Poco Satisfecho</i>	<i>Indiferente</i>	<i>Poco Insatisfecho</i>	<i>Muy Insatisfecho</i>	<i>Insatisfecho</i>
13. Información sobre los cambios en la empresa.	1	2	3	4	5	6	7
14. Informes sobre cómo se están resolviendo los problemas relacionados con mi trabajo.	1	2	3	4	5	6	7
15. Información sobre las prestaciones y formas de pago de los empleados de la empresa.	1	2	3	4	5	6	7
16. Información sobre las ganancias y situación financiera de la empresa.	1	2	3	4	5	6	7
17. Información sobre los logros y/o fallas de la empresa.	1	2	3	4	5	6	7
B. Por favor encierre en un círculo el número más apropiado para indicar cuán satisfecho está con:							
18. El grado en que mis superiores conocen y entienden los problemas que enfrentan sus subalternos.	1	2	3	4	5	6	7
19. El grado en que la comunicación motiva, estimula y entusiasma para lograr los objetivos de la empresa.	1	2	3	4	5	6	7
20. El grado en que mi supervisor me escucha y me pone atención.	1	2	3	4	5	6	7
21. El grado de habilidad para comunicarse que tienen las personas que trabajan en la empresa.	1	2	3	4	5	6	7

	<i>Muy Satisfecho</i>	<i>Satisfecho</i>	<i>Poco Satisfecho</i>	<i>Indiferente</i>	<i>Poco Insatisfecho</i>	<i>Muy Insatisfecho</i>	<i>Insatisfecho</i>
22. El grado en que mi supervisor me guía para resolver los problemas relacionados con el trabajo.	1	2	3	4	5	6	7
23. El grado en que la comunicación en la empresa me ayuda a identificarme y a sentirme parte importante de ella.	1	2	3	4	5	6	7
24. El grado en que las publicaciones de la empresa son interesantes y útiles.	1	2	3	4	5	6	7
25. El grado en que mi supervisor confía en mi.	1	2	3	4	5	6	7
26. El grado en el cual yo recibo a tiempo la información necesaria para hacer mi trabajo.	1	2	3	4	5	6	7
27. El grado en el que los conflictos que se presentan son tratados apropiadamente a través de los debidos canales de comunicación.	1	2	3	4	5	6	7
28. El grado en que la comunicación informal (a través de rumores) funciona en nuestra empresa.	1	2	3	4	5	6	7
29. El grado en que mi supervisor está dispuesto a escuchar las ideas de sus subalternos.	1	2	3	4	5	6	7
30. El grado en que la comunicación con mis compañeros de trabajo es libre y exacta.	1	2	3	4	5	6	7
31. El grado en que las prácticas de comunicación se adaptan en caso de emergencia.	1	2	3	4	5	6	7

	<i>Muy Satisfecho</i>	<i>Satisfecho</i>	<i>Poco Satisfecho</i>	<i>Indiferente</i>	<i>Poco Insatisfecho</i>	<i>Muy Insatisfecho</i>	<i>Insatisfecho</i>
32. El grado en que las relaciones en mi grupo de trabajo son buenas.	1	2	3	4	5	6	7
33. El grado en que las sesiones de trabajo están bien organizadas.	1	2	3	4	5	6	7
34. El grado de supervisión que recibo.	1	2	3	4	5	6	7
35. El grado de claridad y brevedad de las normas escritas y de los informes.	1	2	3	4	5	6	7
36. El grado en que las actitudes hacia la comunicación son positivas en la empresa.	1	2	3	4	5	6	7
37. El grado en que la comunicación informal es activa y exacta.	1	2	3	4	5	6	7
38. El grado de exactitud de la comunicación en la empresa.	1	2	3	4	5	6	7

C. Por favor, indique cuán productivo se siente en su trabajo contestando las siguientes preguntas.

39. ¿Cómo evalúa su productividad en el trabajo? (Seleccione una respuesta)

- | | |
|----------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> 1. Muy baja | <input type="checkbox"/> 5. Ligeramente alta |
| <input type="checkbox"/> 2. Baja | <input type="checkbox"/> 6. Alta |
| <input type="checkbox"/> 3. Ligeramente baja | <input type="checkbox"/> 7. Muy alta |
| <input type="checkbox"/> 4. Normal | |

40. En los últimos 6 meses, ¿qué ha sucedido con su productividad? (seleccione una respuesta)

1. Permanece igual 2. Ha aumentado 3. Ha disminuido

41. Si la comunicación relacionada con su trabajo pudiera ser cambiada de alguna forma para ayudarle a ser más productivo, por favor indique cómo.
-

D. Responda las siguientes preguntas solamente si es Gerente o Supervisor. Indique su nivel de satisfacción con:

	<i>Muy Satisfecho</i>	<i>Satisfecho</i>	<i>Poco Satisfecho</i>	<i>Indiferente</i>	<i>Poco Insatisfecho</i>	<i>Muy Insatisfecho</i>	<i>Insatisfecho</i>
42. El grado en que mis subalternos responden a las órdenes que reciben de sus jefes.	1	2	3	4	5	6	7
43. El grado en que mis subalternos me dan la información que necesito antes de pedírsela.	1	2	3	4	5	6	7
44. El hecho de no sentirme sobrecargado de comunicación.	1	2	3	4	5	6	7
45. El grado de receptividad de mis subalternos cuando reciben evaluaciones, sugerencias o críticas.	1	2	3	4	5	6	7
46. El grado de responsabilidad de mis subalternos para comunicarse con exactitud con sus superiores.	1	2	3	4	5	6	7

APPENDIX B

COMMUNICATION SATISFACTION QUESTIONNAIRE

Cal W. Downs and Michael D. Hazen
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INTRODUCTION. Most of us assume that the quality and amount of communication in our jobs contribute to both our job satisfaction and our productivity. Through this study we hope to find out how satisfactory our communication practices are and what suggestions you have for improving them.

We appreciate your taking the time to complete the questionnaire. Hopefully, you should be able to complete it in 10-15 minutes.

Your answers are completely confidential so be as frank as you wish. This is not a test--your opinion is the only right answer. Do not sign your name; we do not wish to know who you are. The answers will be combined into groups for reporting purposes.

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 | |

2. In the past 6 months, what has happened to your level of satisfaction? (Check 1)

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

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

A. Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information, by circling the appropriate number at the right.

	Very Satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
4. Information about my progress in my job.	1	2	3	4	5	6	7
5. Personnel news.	1	2	3	4	5	6	7
6. Information about company policies and goals.	1	2	3	4	5	6	7
7. Information about how my job compares with others	1	2	3	4	5	6	7
8. Information about how I am being judged.	1	2	3	4	5	6	7

	Very Satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
9. Recognition of my efforts.	1	2	3	4	5	6	7
10. Information about departmental policies and goals.	1	2	3	4	5	6	7
11. Information about the requirements of my job.	1	2	3	4	5	6	7
12. Information about government action affecting my company.	1	2	3	4	5	6	7
13. Information about relations with unions.	1	2	3	4	5	6	7
14. Reports on how problems in my job are being handled.	1	2	3	4	5	6	7
15. Information about employee benefits and pay.	1	2	3	4	5	6	7
16. Information about company profits and financial standing.	1	2	3	4	5	6	7
17. Information about accomplishments and/or failures of the company.	1	2	3	4	5	6	7

B. Please indicate how satisfied you are with the following. (Circle the appropriate number at the right.)

18. Extent to which my superiors know and understand the problems faced by subordinates	1	2	3	4	5	6	7
19. Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.	1	2	3	4	5	6	7
20. Extent to which my supervisor listens and pays attention to me.	1	2	3	4	5	6	7
21. Extent to which the people in my organization have great ability as communicators.	1	2	3	4	5	6	7
22. Extent to which my supervisor offers guidance for solving job related problems	1	2	3	4	5	6	7
23. Extent to which the company's communication makes me identify with it or feel a vital part of it.	1	2	3	4	5	6	7
24. Extent to which the company's publications are interesting and helpful.	1	2	3	4	5	6	7
25. Extent to which my supervisor trusts me.	1	2	3	4	5	6	7
26. Extent to which I receive on time the information needed to do my job.	1	2	3	4	5	6	7

	Very Satisfied	Satisfied	Slightly Satisfied	Indifferent	Slightly Dissatisfied	Dissatisfied	Very Dissatisfied
27. Extent to which conflicts are handled appropriately through proper communication channels.	1	2	3	4	5	6	7
28. Extent to which the grapevine is active in our organization.	1	2	3	4	5	6	7
29. Extent to which my supervisor is open to ideas	1	2	3	4	5	6	7
30. Extent to which horizontal communication with other employees is accurate and free-flowing.	1	2	3	4	5	6	7
31. Extent to which communication practices are adaptable to emergencies.	1	2	3	4	5	6	7
32. Extent to which my work group is compatible.	1	2	3	4	5	6	7
33. Extent to which our meetings are well organized.	1	2	3	4	5	6	7
34. Extent to which the amount of supervision given me is about right.	1	2	3	4	5	6	7
35. Extent to which written directives and reports are clear and concise.	1	2	3	4	5	6	7
36. Extent to which the attitudes toward communication in the company are basically healthy.	1	2	3	4	5	6	7
37. Extent to which informal communication is active and accurate.	1	2	3	4	5	6	7
38. Extent to which the amount of communication in the company is about right.	1	2	3	4	5	6	7

Please tell how you feel about your productivity on your job by answering the three questions below.

39. 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 lower than most | <input type="checkbox"/> 7. Very high |
| <input type="checkbox"/> 4. Average | |

40. 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 |
|---------------------------------------------|-------------------------------------|---------------------------------------|

41. If the communication associated with your job could be changed in any way to make you more productive, please tell how. _____

Very Satisfied
 Satisfied
 Slightly Satisfied
 Indifferent
 Slightly Dissatisfied
 Dissatisfied
 Very Dissatisfied

D. Answer the following only if you are a manager or supervisor. Then indicate your satisfaction with the following.

42. Extent to which my subordinates are responsive to downward directive communication.	1	2	3	4	5	6	7
43. Extent to which my subordinates anticipate my needs for information.	1	2	3	4	5	6	7
44. Extent to which I <u>do not</u> have a communication overload.	1	2	3	4	5	6	7
45. Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms.	1	2	3	4	5	6	7
46. Extent to which my subordinates feel responsible for initiating accurate upward communication.	1	2	3	4	5	6	7

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