# Review of Literature

This chapter will outline the basic principles and scientific literature about the variables organizational communication, communication satisfaction, job satisfaction and job performance. Specific variables of these constructs will be identified in addition to the impact on businesses and organizations. Lastly, common outcome measures and types of analyses for these constructs are identified.

## Organizational Communication

The review of literature suggests that organizational communication consists of the full spectrum of communication activities, both formal and informal, undertaken by its members for the purpose of disseminating information to one or more audiences within the organization.

Altinöz, M. (2008), defined organizational communication as “ the structural communication of all the employees of the organization with their internal and external environments.” Further, Abdullah, Z. & Antonay, C. (2012), opined that the main aim of internal communication is to make employees feel valuable through their participation in programs aimed at achieving organizational objectives. The internal communicator’s job is to convince the top management that employees need to be aware of the organizational plans, objectives and outcomes. This helps the top management communicate its goals efficiently and effectively, and will lead to employees aligning their efforts as to maximize effective management. From this perspective, all organizations have to understand that communicating with employees is a success factor for the whole activity.

The main objective of organizational communication is to inform, disseminate and convince employees about the organization’s goals and policy. This can be done by providing a platform to interact for employees working in various departments and different-level managers, and will also increase job motivation and satisfaction, will maintain the operations of the organization and will help attain the organization’s objectives (Ince, M. & Gül, H., 2011).

Communication includes the trading of information between people through an arrangement of images, signs, or practices. Conveying might be non-verbal or verbal. Nonverbal communication is important to fruitful relationships in the work environment and may incorporate body development, outward appearance, act, and relational separation (Bull,n.d.). Non-verbal communication is likewise connected with social conduct and can be seen as a transport of feeling. Sixty-five to seventy-five percent of most communication is nonverbal and incorporates signals about what we sense, feel, and think about others **(Schwartz, 2012).**

Verbal communication alludes to the transmission of dialect and messages from a sender to a collector. In conjunction with non-verbal communication, this mode can likewise express feelings, share thoughts, illuminate, ask, and talk about. One of the significant difficulties of verbal communication is distortion. Confusion happens when a breakdown in the communication procedure happens between two people. Ill-advised word decision, contrasting communication styles, and points of view would all be able to add to communication breakdown **(Hanes, 2010).**

Casual communication has no set stream, and depends on social relationships. The presence of casual communication in an association is unavoidable, because of steady connections between employees **(Kandlousi et al., 2010). Guffy, Rhodes and Rogin (as refered to in Kandlousi et al., 2010)** showed that casual communication can uncover much about employees' spirit and issues. Such information can reinforce the administrators' capacity to comprehend employees and lead them appropriately.

Norbin, S., Halib, M. & Ghazali, Z. (2011) defined organizational communication as a basic exchange of information within an organization. It is the exchange of information and ideas within an organization. Many researchers have a broader definition of organizational communication as the social dynamics of the workplace. They argued that internal

communication is about creating an atmosphere of respect for all employees within an organization. It is been recognized that communication from management should come directly from one manager to the next and from supervisor to employee. But as companies grow, it develops more complexities and this kind of arrangement becomes more difficult. Therefore, there is a need for proper internal communication function in an organization.

Another definition of internal communication is “the transactions between individuals and/or groups at various levels and in different areas of specialization that is intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities.”

Roberts and O’Reilly (1974) indicated that the OCQ was designed to compare communication across organizations. The dimensions selected to measure communication include 13 communication variables and three communication-related variables. The communication variables are: desire for interaction, directionality upward, directionality downward, directionality lateral, accuracy, summarization frequency, gate keeping, overload, satisfaction, and the four modalities of written, face-to-face, telephone, and other channels of communication. Carriere and Bourque (2009) opined that an internal communication practices may be undertaken for the purpose of downward, horizontal, or upward communication and may be initiated by anyone within the organization. However, it remains the responsibility of management to ensure that an effective and efficient internal communication system is in place so as to ensure that all employees are provided with timely, important, and relevant information.

The communication-related variables are: trust in superior, influence of superior, and mobility aspirations. The questionnaire was significantly was significantly used in the studies related to performance feedback (Milliman et al., 2002); overall communication effectiveness (Limaye and Victor, 1991) and communication in workplace (Salleh, 2005).

Haider and Ali (2012) studied that organizational communication is a dynamic process and involves complex communication techniques, networks and channels. It does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include interpersonal (or face to face)-level communication like that between individuals, group-level communication i.e. among teams, groups and units, and organizational-level communications that involves vision and mission, policies, new initiatives and performance. Today, people want open communication channels and a system of common understanding. Chen, Silverthorne & Hung (2006) suggested that if companies improve their communication channels and processes it will have a positive impact on both the employees and the organization.

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| S. No. | Author | Definition of Organizational Communication |
| 1 | Norbin, S., Halib, M. & Ghazali, Z. (2011) | “as a basic exchange of information within an organization. It is the exchange of information and ideas within an organization”. |
| 2 | Norbin, S., Halib, M. & Ghazali, Z. (2011) | “the transactions between individuals and/or groups at various levels and in different areas of specialization that is intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities.” |
| 3 | Carriere and Bourque (2009) | “an internal communication practices may be undertaken for the purpose of downward, horizontal, or upward communication and may be initiated by anyone within the organization”. |
| 4 | Haider and Ali (2012) | studied that organizational communication is a dynamic process and involves complex communication techniques, networks and channels. |
| 5 | Altinöz, M. (2008) | “ the structural communication of all the employees of the organization with their internal and external environments.” |
| 6 | Abdullah, Z. & Antonay, C. (2012) | that the main aim of internal communication is to make employees feel valuable through their participation in programs aimed at achieving organizational objectives. |

Knowing the types of internal communication (vertical, horizontal, grapevine and consensus; formal and informal) is not enough when trying to create a successful and trustworthy communication environment within an organization. Rather, being aware of techniques that have worked for different organizations will help create a successful organizational communication environment. According to (Altinöz, M., 2008), efficient communication

is the primary device for the adequate implementation of administrative and organizational activities. For this purpose, the management needs to specify the kind of communication system to be set up and the kind of communication devices to be used. Communication is vital for any organization. The practices of internal communication in organizations are crucial as it treats employees with an immense value to attain organizational objectives (Abdullah, Z. & Antonay, C., 2012). The communication processes in organizations are closely related to the subjectivity of those involved, as well as to the symbolic process being used. In this context, the perception of employees and managers about the communication process must be considered, because what they think or feel affects how they interact and act with the organizational environment (Arnold, E. & Silva, N., 2011). Several structures and policies need to be followed in order to ensure the effectiveness of internal communication, such as making sure that employees receive copies of strategies, plans, missions, and goals to be reached. In addition, employers need to engage in face-to-face communication with the internal publics in order to maintain an effective internal communication and build a trustworthy organizational environment. Moreover, this could help managers develop a positive working relationship with their employees, as it encourages an enhanced two-way

communication (Abdullah, Z. & Antonay, C., 2012). Usually, communication in organizations takes place within the hierarchical pyramid called the organizational structure, and it is known as formal or informal communication.

Formal communication works in specified structures within the organizational rules and towards the organizational goals. Informal communication, on the other hand, is unofficial - taking place among staff as face-to-face, telephone or video-conference interaction (Altinöz, M., 2008).

Understanding the importance of organizational communication and the necessary techniques to meet the criteria for a successful internal communication system, objectives and strategy. To meet the criteria for a successful organizational communication, it is important to understand that an organization is a unit set up to achieve certain goals, and communication helps implement the basic functions of management, such as planning, organizing, decision and control; and thus organizations can fulfill their objectives.



Criteria for Organizational Communication Success

The most important criterion for organizational communication is decision-making by management. Altinöz, M., (2008) opined that in the absence of the necessary information, problems cannot be resolved, and neither the organization can reach to any decision. Effective business communication has become a fundamental requirement in today’s changing and complex business environment. Ince, M. & Gül, H. (2011) further opined that the communication gap which occurs at high level, is not welcoming for the organization as the miscommunication spreads over entire organization creating misunderstanding among the employees. There is a need for the correct information flow in the organization for the proper conduct of business and eventually for the synergy in the minds of the employees’. On this, Altinöz, M., (2008), suggested that the criteria of proper and correct information flow in the organization is met by the efficient communication which is mandatory for increasing work efficiency and mobilizing organizational resources.

The second essential criterion for organizational communication is the way the organization is structured for communication (the internal organizational communication system). According to Altinöz, M., (2008), the cooperation amongst the employees is not possible when they are unaware of one other employees’ needs and emotions. Duties and responsibilities must be segregated fairly to employees in an organization so as to enhance internal relations(Abdullah, Z. & Antonay, C.,2012). It is evident that with the efficient communication taking place in an organization, and with the support of a trustworthy organizational environment, success is assured (Altinöz, M., 2008).

The third essential criterion for organizational communication is how organizations distribute, disseminate and spread information internally, since they need to absorb desired/required information in order to function effectively (Abdullah, Z. & Antonay, C., 2012). It has been suggested that knowledge of information should be disseminated properly in an internal communication practice. Proper information dissemination requires individuals and project teams to understand how to deliver information within the organization (Abdullah, Z. & Antonay, C., 2012). When it comes to working in groups, communication is strengthened through an intergroup central channel. Furthermore, the ease of information transmission makes it possible to reach the information at the source, allowing for efficient

and correct decisions. Virtual offices (as tools of virtual teams) can present as a whole the elements of information, which conventional offices produce in different environments (Aldea, C., Draghici, A. & Dragoi, G., 2012).

Employees need information in order to accomplish their duties, tasks and objectives; top management expects communicators not only to inform employees and help boost morale, but also craft messages that influence employees’ behavior (Abdullah, Z. & Antonay, C., 2012).

The fourth essential criterion for organizational communication is providing the organization and its employees with the ability to adapt to the technological environment. According to (Arnold, E. & Silva, N., 2011), technology has made an impact in the workplace through the use of Internet and mobile technologies that reduces the costs for travel, transportation, mail etc. services. Communication in a virtual environment, as well as in conventional offices,

is essential for obtaining the right information during business processes, including decision-making. Virtual communication technologies increase the efficiency of communication, especially in virtual teams (Aldea, C., Draghici, A. & Dragoi, G., 2012).

## Communication Satisfaction

Communication in an organization forms an integral part of the organizational processes. Duncan and Moriarty (1998) reveal that communication is an activity that links employees together and generates satisfaction. The concept of communication satisfaction as said by Thayer, 1968 was “the personal satisfaction a person experiences when communicating successfully” and was understood to be a uni-dimensional construct having communication effectiveness as its important dimension. Later, Redding, 1972 concluded that the communication satisfaction might be multidimensional in nature. Wiio, 1976 reconfirmed the multidimensionality of communication by proposing the dimensions like message content, improvements in communication, and channel efficiency. Gordon (1979) observed supervisory communication as an important aspect for employees having administrative responsibility. Later, the other factors like media quality, horizontal communication, and subordinate communication also came into light. Nicholson (1980) found that administrators were quite satisfied with media quality, supervisory communication and communication climate factors. Further, Jones (1981) came up with the view that the subordinate communication and horizontal communication dimensions proved greatest satisfaction. Research were continued in this aspect and Nakra (2006) opined that the communication satisfaction in an organization occur if there is a proper information flow.

Definition of communication satisfaction given by Thayer (1968) is that it is "the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with ". Later, Crino and White (1981) opined it as "an individual's satisfaction with various aspects of the communication occurring in his organization."

Pincus (1986) defined communication satisfaction as the sum of an individual’s satisfaction with that of information flow and relationship variables. Downs and Hazen's (1977) and Downs' (1990) further defined the term as an individual's satisfaction with various aspects of communication in the organization and having a multidimensional construct.

The Communication Satisfaction Questionnaire (CSQ) was used in various studies to collect the data. Ticehurst & Downs (1998) assessed the relationship between dimensions of professional communication and other aspects of organisational communication and used the CSQ (Downs,1988) to collect the data. Later, Ahmad (2006) also used CSQ to conduct a research to assess the communication practices among the academic staff of two Public Universities in Malaysia. Liang & Back (2011) assess the relationship among communication satisfaction, job satisfaction, and organisational commitment in the hospitality industry used the communication satisfaction questionnaire (Downs & Hazen, 2004) with a seven point Likert scale.

The eight dimensions as described by (Downs, 1977) are as follows:

(a) *Communication Climate –* it reflects communication on both the organizational and personal level. On one hand, it includes items such as the extent to which communication in the 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 this organization.

(b) *Supervisory Communication* – it includes both upward and downward aspects of communicating with superiors. Three of the principal items include the extent to which a superior is open to ideas, the extent to which the supervisor listens and pays attention, and the extent to which guidance is offered in solving job-related problems.

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

(d) *Media Quality* – it deals with the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communication is about right.

(e) *Co-worker Communication* – it 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.

(f) *Corporate Information* – it deals with broadest kind of information about the organization as a whole. It includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization.

(g) *Personal Feedback* – it is concerned with the workers' need to know how they are being judged and how their performance is being appraised.

(h) *Subordinate Communication* – it focuses on upward and downward communication with subordinates. Only workers in a supervisory capacity respond to these items, which include subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication.

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| S. No. | Author | Definition of Communication Satisfaction |
| 1 | Duncan and Moriarty (1998) | “communication is an activity that links employees together and generates satisfaction”. |
| 2 | Thayer (1968) | it is "the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with ". |
| 3 | Crino and White (1981) | as "an individual's satisfaction with various aspects of the communication occurring in his organization." |
| 4 | Pincus (1986) | “as the sum of an individual’s satisfaction with that of information flow and relationship variables”. |
| 5 | Downs and Hazen's (1977) and Downs' (1990) | “as an individual's satisfaction with various aspects of communication in the organization and having a multidimensional construct”. |

## Job Satisfaction

McShane (2004) stated job satisfaction as, “a person’s evaluation of his or her job and work context”. In general, job satisfaction is defined as the feelings an employee has about the job he or she is doing. Although the origin of job satisfaction is been explained through a wide range of theory building (Weiss et al., 1967; Vroom, 1964), it is evident that no single theory can explain the phenomenon completely.

To measure job satisfaction of the employees, the Minnesota Satisfaction questionnaire (the MSQ) developed by Weiss et al. (1967), has been used by various researchers. In its original form the long form MSQ consists of 100 items divided into twenty subscales: Ability utilization; Achievement; Activity; Advancement; Authority; Company policies and practices; Compensation; Co-workers; Creativity; Independence; Moral values; Recognition; Responsibility; Security; Social Service; Social status; Supervision-human relations; Supervision-technical; Variety; and Working conditions.

Locke (1976) stated that job satisfaction is a pleasurable emotional state resulting from the appraisal of one’s job. Reilly (1991) opined that job satisfaction is influenced by the perception of one’s job that a worker has about his or her job. In today’s dynamic environment, facets like salary, working conditions, organizational policies, interpersonal relations influence worker satisfaction. Ostroff (1992) stated that job satisfaction is associated with individual needs that include challenging work, equitable compensation and a supportive work environment and colleagues. Hussami (2008) stated that job satisfaction depends upon the expectation on what that job gives to an employee. According to research from the National Institute for Occupational Safety and Health (NIOSH, 2004), certain management style like lack of communication and lack of shared decision- making can lead to job stress. Factors like uncertain job roles along with too much responsibility and career concerns including job insecurity, lack of advancement opportunities, and unforeseen changes also cause job stress. Further, Ehlers (2003) suggested that communication satisfaction with co-workers, supervisors and upper management has a significant positive relationship with job satisfaction. Apart from that, working conditions including unpleasant or dangerous job conditions also cause stress in the work environment. Rajyalakshmi and Kameswari (2009) discussed that service organizations need to attract and retain customers to ensure competitive advantage as employees play an important role in attracting, building and maintaining relationships with customers. An empirical study conducted on job satisfaction in the retail stores revealed that the working conditions and hours, hygiene, sanitation, support from superior, and attitude of colleagues have greater influence on job satisfaction of the employees. It is evident that satisfied employees are the biggest asset to an organization so job satisfaction is of vital importance for the growth of any organization. Sang et al. (2009) found that aspects of job satisfaction like pay, supervisors, working conditions, job security, promotion aspects and the nature of job are positively inter-correlated with job satisfaction.

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| S. No. | Author | Definition of Job Satisfaction |
| 1 | McShane (2004) | “a person’s evaluation of his or her job and work context” |
| 2 | Locke (1976) | “is a pleasurable emotional state resulting from the appraisal of one’s job”. |
| 3 | Reilly (1991) | “is influenced by the perception of one’s job that a worker has about his or her job”. |
| 4 | Ostroff (1992) | “is associated with individual needs that include challenging work, equitable compensation and a supportive work environment and colleagues”. |
| 5 | Hussami (2008) | “depends upon the expectation on what that job gives to an employee”. |

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| **Author (s)** | **Sector/Organization/Sample** | **Country** | **Characteristics** |
| Yuzuk (1961) | Banking | USA | Communication; Hours of Work; Fellow employees; Recognition; Work conditions; Supervisor; Other evaluation and descriptive factors |
| Cross (1973) | Manufacturing |  | Organization as a whole; Pay; Promotion; Supervisor; Coworkers; Work content |
| Khaleque and Rahman (1987) | Research and Development Companies | Bangladesh | Coworkers; Hours; Work environment  Recognition; Security; Desired job; Autonomy; Benefits; Promotion; Supervision |
| Nazir and Nazir (1998) | Banking | India | Duration of work; Nature of work; Relation with co-workers; Recognition for good performance; Comfortable working conditions; Adequate earnings; Work climate; Responsibility; Job security; Ability utilization; Opportunity for advancement; Promotion opportunities and Management policy |
| Ellickson and Logsdon (2002) | Municipal Government employees | USA | Pay; Promotional opportunities; Relationships with supervisors; Employees’ performance management systems and Fringe benefits |
| Kumar and Patnik (2002) | Education | India | Pay; Security, Social satisfaction, Supervisors, and Growth satisfaction. |
| Kumudha and Abraham (2008) | Banking | India | Programs related to self-development; Opportunities to learn new skills and Retirement preparation programs |
| Rutherford et al (2009) | Salespersons | USA | Overall job; Coworkers; Supervision; Company policy and support; Pay, Promotion and Advancement |
| Masroor and Fakir (2009) | Nurses | Malaysia | Satisfaction with supervisor; Job variety; Compensation; Co-workers and Management polices |
| Orisatoki and Oguntibeju (2010) | Supermarket workers | West Indies | Relationship with supervisors; Knowledge about work place; Working conditions; Expectations of employers; Relationship with colleagues; Recognition, Sense of belonging; Rate of promotion and Salary level |
| Borkar and Paul (2013) | Retail (Front Line employees) | India | Work environment; Employer - employee relationship; Training and development; Compensation |
| Mo and Buavaraporn (2014) | Retail (Front Line employees) | Thailand | Satisfaction with Co-workers; Satisfaction with Supervision; Satisfaction with Promotion; Satisfaction with Pay |
| Ghayas and Hussain (2015) | Information Technology | Pakistan | Pay; Promotion; Supervision; Fringe Benefits; Contingent Rewards; Operating Procedures; Coworkers; Nature of Work; and Communication |
| Huang and Gamble (2015) | Retail (Front Line employees) | China | Pay; Training; Working hours; Workload |

## Job Performance

# Job performance can be viewed as an activity in which an individual is able to accomplish successfully the task assigned to him or her, subject to the normal constraints of the reasonable utilization of available resources (Jamal, 1984). In order to be competitive in a rapidly changing economic and work environment, increasing the job performance of the employees and consequently the performance of the companies has become more crucial. Therefore it is necessary for the companies to analyze the issues that are related with job performance.

The terms “performance" and “productivity" are often used interchangeably, confusing their meanings and application. Downs and Hain (1982) defined that “in the strictest sense, performance is not an output. It is a means to an end, and not the end in itself. The fact that outputs are so hard to measure for some jobs has led to the use of performance as a measure of productivity." Pincus (1984/1985) observed that performance is usually linked to efficiency-oriented variables, such as goal accomplishment and that productivity is often associated with production-oriented variables, such as profit and return on investment.

Employee Job performance, in general, refers to behaviours that are relevant to organizational goals and that are under the control of individual employees (Babin and Boles,1996; Ellinger et al., 2008). As defined by Murphy (1989), job performance is a function of the individual's performance of specific tasks that comprise standard job descriptions, and declares that it is also affected by variables such as maintaining good interpersonal relations, absenteeism, and withdrawal behaviours and other behaviours that increase hazards at the workplace.

Smith (1976) discussed some of the problems with various definitions of job performance and stresses that an accurate measure of job performance includes the direct observation of behavior. Murphy (1989) stated that job performance should be defined in terms of behaviors rather than results. He explained that results-based measures are not always functional to the organization, as employees may try to maximize results at the expense of other things. In the job of a retail sales clerk, examples of behaviors include greeting customers, answering questions about store products, demonstrating knowledge of store policy and procedures, where an example of a results measure includes total sales per week or month. In a situation where employees are evaluated on sales only, employees may compromise certain behaviors (being polite to customers) in order to try to maximize sales (e.g., forcing products on customers). Murphy also defines performance as behaviors that are related to the goals of the organization.

Rotundo (2000) explained that although researchers provide their own conceptualization of job performance, a typical definition focuses on behaviors or actions of individuals, not results or outcomes of these actions and behaviors. Befort and Hattrup (2003) indicated that the essence of job performance relies on the demands of the job, the goals and the mission of the organization and the beliefs of the organization about which behaviour are mostly valued.

Campbell (1990) defined performance as those actions or behaviors under the control of the individual, that contribute to the organization’s goals, and that can be measured according to the individual’s level of proficiency. Based on this, the research was conducted in the hospitality business by Uysal and Magnini (2010), wherein it was suggested that the customer satisfaction and loyalty in the hospitality business will greatly depend on frontline service providers. Considering the present study, job performance is the way of how employees perform their work in dealing with customers. It has become an important dimension used by organization in order to measure employees’ performance ability. Earlier, Motowidlo et al. (1997) was of the opinion that the job performance is divided into two distinct main points which is task performance and contextual performance. Task performance is an action that contributes to perform a job to generate expected and precise outcome while contextual performance is the effectiveness of the workers in performing their job which is supported by their personal behaviour and social and physiological ambience of the workplace. Later, the concept of adaptive performance and counterproductive work behavior were coined.

Almost all frameworks mentioned task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (i.e, competency) with which one performs central job tasks.

Contextual performance can be defined as individual behaviors that support the organizational, social, and psychological environment in which the technical core must function.

Adaptive performance appears to be a multidimensional construct. It represented an eight-dimensional taxonomy of adaptive performance like handling emergencies, work stress; solving problems creatively; dealing with uncertain and unpredictable work situations; learning work tasks, technologies and pocedures; demonstrating interpersonal adaptability; demonstrating cultural adaptability; and demonstrating physically oriented adaptability.

Counterproductive work behavior, defined as behavior that harms the well-being of the organization, has increased in recent years. It includes behaviors such as absenteeism, being late for work, engaging in off-task behavior, theft, and substance abuse.

As defined by Awadh and Ismail (2012), job performance is the employee participation to achieve organizational goal. Job performance is one of the important dependent variables and has been studied for a long decade. Recent studies show that leaders’ personality traits affect job performance. Job performance has been defined as the overall predictable value from employees’ behaviors carried out over the course of a set period of time (Motowildo, Borman, &Schmit, 1997). Employees’ job performance will affect the outcomes of the organization. Job performance also ensures the organization is functioning well and it consists of the knowledge and skills that is able to guide the employees to perform variety of activities.

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| S. No. | Author | Definition of Job Performance |
| 1 | Downs and Hain (1982) | “in the strictest sense, performance is not an output. It is a means to an end, and not the end in itself. The fact that outputs are so hard to measure for some jobs has led to the use of performance as a measure of productivity.” |
| 2 | Murphy (1989) | “in terms of behaviors rather than results.” |
| 3 | Smith (1976) | “an accurate measure of job performance includes the direct observation of behavior.” |
| 4 | Rotundo (2000) | “focuses on behaviors or actions of individuals, not results or outcomes of these actions and behaviors.” |
| 5 | Murphy and Kroker (1988) | “as tasks that comprise standard job descriptions, and declares that it is also affected by variables such as maintaining good interpersonal relations, absenteeism, and withdrawal behaviors, substance abuse and other behaviors that increase hazards at the workplace.” |
| 6 | Campbell (1990) | “as those actions or behaviors under the control of the individual, that contribute to the organization’s goals, and that can be measured according to the individual’s level of proficiency.” |
| 7 | Befort and Hattrup (2003) | “the essence of jobperformance relies on the demands of the job, the goals and the mission of the organization and the beliefs of theorganization about which behavior are mostly valued.” |
| 8 | Motowidlo (2003) | “as the total expected value to the organization of discrete behaviors that an individual carries out over a standard period of time.” |
| 9 | Motowidlo, Borman and Schmit, 1997 | “as the aggregated value of the discrete behavioural episodes to the organization that an individual performs over a standard interval of time.” |

Job performance is a classical research topic in the area of organizational behavior, and cumulative studies have engaged in investigating the factors that influence job performance. One research stream focuses mainly on individual internal factors. For example, researchers have found that an employee’s individual personality derived from the Big Five Model can affect job performance; meanwhile, other research has argued that employees’ knowledge, ability, and skill (KAS) influence their performance . Another stream investigates the influence of external factors on job performance , such as organizational culture, working environment, task characteristics, external incentives, and social influence.

Hall and Goodale (1986) pointed out that job performance is how an employee performs his or her tasks using time, techniques and interactions with others. Schermerhorn (1989) held that job performance represents the quantity and quality of work achieved by an individual or a group, stressing whether the task has been achieved effectively.

Befort and Hattrup (2003) indicate that the essence of job performance relies on the demands of the job, the goals and the mission of the organization and the beliefs of the organization about which behavior are mostly valued.Businesses need employees with high job performance to accomplish their organizational objectives and remain commercially competitive (Sonnentag and Frese, 2002). In this respect, Smith and Goddard (2002) opined that high job performance is dependent upon the scrutinization of workloads, work time and cost-effectiveness.

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| **Author (s)** | **Sector/Organization/Sample** | **Country** | **Characteristics** |
| Hall and Goodale (1986) | Excerpt from a book: Human Resource Management: Strategy, Design and Implement; Foresmen Company |  | Time, techniques and interactions with others. |
| Schermerhorn (1989) | Excerpt from a book: Management for Productivity; John Wiley and Sons, New York, NY |  | Quantity and quality of work achieved by an individual or a group |
| Murphy and Kroker (1988) | Navy Personnel Research and Development Centre | California | Interpersonal relations, absenteeism, withdrawal behaviors, substance abuse, behaviors that increase hazards at the workplace. |
| Smith and Goddard (2002) | Smith, P.C. & Goddard, M. (2002), “Performance Management and Operational Research: A Marriage made in Heaven?”, Vol. 53, No. 3, pp 247-255, The Journal of the Operational Research Society. |  | Workloads, work time and cost-effectiveness. |
| Chirumbolo; Callea and Urbini (2015) | AntoninoCallea, Flavio Urbini, Antonio Chirumbolo, (2016) ["The mediating role of organizational identification in the relationship between qualitative job insecurity, OCB and job performance"](http://www.emeraldinsight.com/doi/abs/10.1108/JMD-10-2015-0143), Journal of Management Development, Vol. 35 Issue: 6, pp.735-746, doi: 10.1108/JMD-10-2015-0143 |  | Decision making, perform without mistakes, devotion towards work, finish things on time, achieving objectives, taking initiatives, taking responsibility, co-operating with colleagues, co-operating with superiors and proposing innovations. |
| Platis, Reklitis and Zimeras (2014) | National Centre of Public Administration and Local Government (Nurses) | Greece | Quantity of work, Productivity, Initiatives, working on targets, and quality improvements. |
| Befort and Hattrup (2003) |  |  | Essence of job performance relies on the demands of the job, the goals and the mission of the organization and the beliefs of the organization about which behavior are mostly valued. |

The performance measures selected in this study are task performance; contextual performance; adaptive performance and counterproductive performance.

## Relationship between Communication Satisfaction, Job Satisfaction and Job Performance

### Communication Satisfaction and Job Satisfaction

It is seen that the relationship between communication and job satisfaction is been investigated by many scholars (Pettit et al, 1997; Pincus, 1986; Downs and Hazen, 1997; Nakra, 2006) and organizations are always stating in job descriptions that good communication is essential. In organization like retail store which is considered as highly manpower intensive industry, the extent of human resources required supporting the growth of retailing in India is greatly well thought-out.

Moreover, stores are a large organization that tends to be formal in its organizational structure. And the more formal the organization is, the more impersonal relationships among personnel tend to be. There are great amount of routine rules and regulations instituted by management which must be followed by salespeople. The work pattern of industry and increasing work pressure are leading to high turnover rates. Many retail companies are struggling to come out of this situation by adopting to create an emotional bond with employees.

Past studies have viewed that communication is one of the factors which influence job satisfaction (Anderson & Martin, 1995a, 1995b; Downs & Adrian, 2004; Downs & Hazen, 1977; Madlock, 2008; Orpen, 1997; Varona, 1996). With effective and fair communication practice in the organization, employees are better able to understand their job and feel connected to the organization.

Downs and Hazen (1977) also supported that communication is an essential factor relating to job satisfaction of employees and factors like personal feedback and relationship with supervisor is strongly associated with job satisfaction. Moreover, Trombetta and Rogers (1988) opined that employees’ involvement in decision making and open and good access to information are the communication factors which most affect job satisfaction.

Ehlers (2003) contributed to the field by studying how communication satisfaction with co-workers, supervisors, and upper management play a role in job satisfaction and self-reported absenteeism of employees. The findings of the study suggest that communication satisfaction with co-workers, supervisors and upper management has a significant positive relationship with job satisfaction.

Therefore, there is a need to further investigate into the relationship between communication satisfaction and job satisfaction of employees in an organization.

### Job Satisfaction and Job Performance

Success of retail firms is dependent on a motivated workforce; hence the firms shall try to use different job motivators to keep employees motivated and satisfied. The HR function in all service sector organizations like retailing is one of the pillars of success. Proper manpower planning, recruitment, motivation and retention shall prove to be essential to maintain operational smoothness and consistent service to the customers. As discussed by Aneja (2006), the HR factors in retail management are largely ignored. The issues of employee motivation, satisfaction and evaluation of his/her productivity were neither discussed nor investigated in retail sector. Chen (2005) in the study about job satisfaction in the public sector employees in Taiwan stated that in organizations managers need to provide employees the means to achieve job satisfaction. When employees do not get satisfaction from work, morale drops and absence increases. Lau and Huang (1999) in the study stated that good job satisfaction leads to better performance as well as to more customer satisfaction.

The classic literature as opined by Gould and Hawkins (1978), tracked the performance–satisfaction simultaneous relationship in the Hawthorne studies which emphasized that productive workers were most satisfied. Earlier studies of Herzberg’s motivation–hygiene theory also demonstrated that hygiene factors (job security, salary, work condition, fringe benefits) were needed to ensure that an employee is not dissatisfied. Therefore, someone who receives motivation factors from job satisfaction is expected to perform well.

The idea that job satisfaction leads to better performance is supported by Vroom's (1964) work which is based on the notion that performance is natural product of satisfying the needs of employees. The study relating to the relationship between job satisfaction and job performance has now become a research tradition in industrial-organizational psychology. The relationship between job satisfaction and job performance has been described as the "Holy Grail" of industrial psychologists (Landy, 1989). Many organizational theories are based on the notion that organizations that are able to make their employees happy will have more productive employees. Over the years, scholars examined this idea that a happy worker is a productive worker; however, evidence is not yet conclusive in this regard. Empirical studies have produced several conflicting viewpoints on the relationship between job satisfaction and job performance. Strauss (1968) commented that early human relationists viewed the morale--productivity relationship quite simple: higher morale would lead to improved productivity. Siegel & Bowen (1971) and Bagozzi (1980) suggested that job performance leads to job satisfaction but not the reverse. Anderson (1984) indicated that autonomy and feedback from the job is significantly correlated with the performance. Keaveney and Nelson (1993) found a non-significant correlation coefficient between job satisfaction and job performance. Manjunath (2008) found job satisfaction of agricultural scientists significantly correlated with their scientific productivity. Ravindran (2007) found that job satisfaction is non-significantly correlated with job performance.

The above study gives us the conflicting viewpoints on the relationship between job satisfaction and job performance. With the coming of organized retail sector in India in a big way, there are several pertinent questions which haunts this industry in its infancy. There are concerns with regard to availability of trained manpower; debates on best ways to keep the existing workforce motivated and committed. The issues pertaining to controlling turnover, cultural issues affecting the workforce management and the extent to which compensation determines employee turnover are highly discussed nowadays. As the retail industry continues to grow, employee satisfaction and retention is likely to remain a challenge. As a result, steps which can be taken by retail industry for recruiting, training, retaining, motivating, and engaging employees to enhance the employees performance need due deliberation. The proposed study aims at understanding the relationship between job satisfaction and job performance of the employees of retail sector.

### Communication Satisfaction and Job Performance

Ever since the establishment of the eight dimensions of communication satisfaction in 1977 by Downs and Hazen, many foreign scholars have undertaken a string of verifying the studies. Initially, most studies were intended to explore the relationship between communication satisfaction and job satisfaction in different businesses. Later on, the number of studies concerning communication satisfaction and outcome variables such as morale, motivation, performance, turnover intention and absenteeism has been gradually increased.

Goris (2006) studied the moderating influence of communication satisfaction on the association between individual-job congruence and both job performance and job satisfaction. Similarly, the study on communication satisfaction with job satisfaction; productivity; turnover intention; role identity, organizational commitment (Chen kiang, 1995; Clampitt and Downs, 1993; White, 1990; Gregson, 1987) were conducted.

The present study aims to investigate the relationship between communication satisfaction and job performance.

# Conceptual Framework

The model for this study is composed of four key constructs: organizational satisfaction, job satisfaction and job performance. The tentative model of the study is depicted in fig. 2.

**Job Satisfaction**

**Communication Satisfaction**

**Organizational Communication**

**Job Performance**

**Fig. 2: Tentative Framework**

For the purpose of measurement of the research constructs, items will be adapted from relevant literature and will be modified to suit the context of the present study.

Organizational Communication will be measured by using the scale developed by Roberts and O’Reilly (1974).

To measure Organizational Communication, Organizational Communication Scale developed by Roberts and O’Reilly (1974) will be used. Communication Satisfaction Questionnaire developed by Downs & Hazen (2004) shall be used to measure the communication satisfaction of the retail employees.

Job satisfaction will be measured using 6 components namely ability utilization, compensation, company policies and practices, managerial supervision, working conditions and variety (Sang et al., 2009; Weiss et al., 1967; Reilly, 1991).

This study will conceptualize job performance as a multidimensional construct consisting of task performance; contextual performance; adaptive performance and counter-productive performance (Campbell, 1990).