

**Supervisory communication, job satisfaction and its  
relationship among employees in the Automotive Industry.**

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## ABSTRACT

This is a research study in the area of supervisory communication and job satisfaction among the employees in the Automotive Industry, attempts to identify the most important aspects of supervisory communication and job satisfaction. Communication in an organization occurs in numerous ways. One of the most important issues to the organization's overall communication effectiveness is the supervisor-subordinates communication. For this study, 110 respondents from various all job levels in the Automotive Industry participated in the study. Data was gathered and analyzed using statistical Package for Social Sciences (SPSS). Based on the results of this study, there is a negative relationship between supervisory communication and job satisfaction among the employee. Effective feedback in terms of employee performance will influence employee's job satisfaction among employees in the Automotive Industry. Majority of the respondents stated that pay play a vital role in determining their job satisfaction followed by supervision. The dimension of pay includes compensation and benefit offered by the company. This implies that supervisory communication is important. The result of correlation analysis showed that there is a relationship between supervisory communication and employee job satisfaction. In conclusion, supervisory communication is very important to the supervisor-subordinate relationship and has an impact on employee's job satisfaction and to the organization as well. The Supervisory communication is an important element that can lead to the job performance and contribute to the organization success.

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## CHAPTER 1

### INTRODUCTION

#### 1.1. Introduction

This chapter will discuss the background, problem statement and objectives of the study. Generally, it will also cover the significance and limitation of the study.

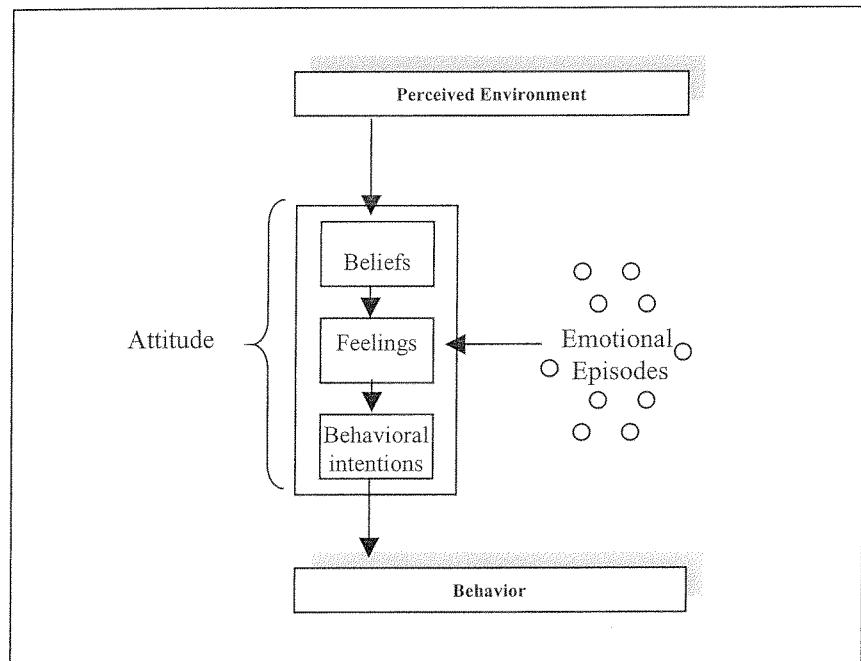
#### 1.2. Background of the study

Employees who feel good about the work they do are more productive. They look for ways to delight the customer while adding dollars to the bottom line. A lack of knowledge about employees' concerns can generate such organization ills as absenteeism, high turnover, increased complaints, decreased productivity, friction between departments and dissatisfaction with working conditions, pay and/or supervisors.

Job satisfaction is the most widely studied work attitude in organizational behavior. To understand the influence of emotions on behaviour, we need to

understand the concept called attitude. Attitudes represent the cluster of beliefs, assessed feelings and behavioral intentions toward a person, object or event.

Figure 1.1 The model of emotions, attitudes and behavior.



Source: Mc Graw Hill; *Organizational Behavior International Edition*; 2005 pg113

The diagram simplified of how emotions get integrated with the rational process and influence behavior.

Allan Severson, President of Grossmont Bank, States, "Our employees know reality. I do not see how a CEO can run an organization without having accurate feedback from the people who are actually serving the customers, if employees are to be effective and pleasant with customers, they need to feel



good about the organization and the people that they work with.” Severson believes that the real goal is to help the organization be more competitive and more profitable.

Job satisfaction is influenced by six factors:

- Opportunity
- Stress
- Leadership
- Work Standards
- Fair Rewards
- Adequate Authority.

*Insightlink Communication Consulting*, conduct an employee opinion survey based on four components and are best summarized as “4Cs” ie Commitment, Culture, Communications and Compensation. Communication is one of the elements that they will look into. Increased face-to-face communication from senior management is the most effective method of beginning to restore trust and credibility (Bruce L.Katcher).

Most executive agree that effective communication is crucial for the successful of the organization (Burton, Pathak and Zigli; 1977). Just about everything supervisor do requires communicating. One Study found supervisor spend 53% of their time in meeting, plus 15% writing and reading, plus 9% on the phone (George Miller, 1989). Another found that, including meetings and interacting with customers and colleagues, supervisor spent 60% to 80% of their time communicating (Edward Miles).

Communication refers to the process which information is transmitted and understood between two or more people. The word understood is emphasis because transmitting the sender's intended meaning is the essence of good communication.

An effective communication is when member of the organization share the information and other parties involved received and clearly understand what the information mean. Ineffective communication is when a people either do not receive the information they need or not quite sure what the information means.

According to O'Reilly and Pondy (1979) the objectives of communications include to provide information, to obtain information, to make decisions, to persuade someone, to instruct, to control, to coordinate and to express feelings (emotions). Therefore, Kerzner (1984) pointed out that “ communication must convey both information and motivation.”

Furthermore, Schnake et.al (1990), communication from subordinates to superior may consists of the following information related to:

- subordinates
- co-workers
- the organizational policies
- what needs to be done and how it can be done.

The above discussion has shown that it is clear that communication plays an important role in the work place and ensuring that with necessary information employee will begin to understand more on company business and even personal matters example individual performance need, in order for the company to become more competitive and sustainable in the market.

### 1.3. Problem Statement

Keeping talented employee is very important and is one of the major problems facing by many organizations today but many do not know what motivates employee to stay or leave the organization. Employees do not leave their jobs but they leave their managers or supervisors. Although committed and loyal employees are the most influential factor to becoming an employer of choice, it is not surprise that companies face significant challenges in developing energized and engaged workforces.

Increased employee commitment and trust in leadership can positively impact the company's bottom line. It is important for supervisors to engage in frank, open discussions with each employee about their long-term futures with the organization.

In Malaysia, there is lack of research focus on supervisory communication and employee job satisfaction. However, in western context, research was carried out mainly on the organizational communication and employee satisfaction. (Burton et. al 1977; Muchinsky, 1977; Varona, 1996; Walther, 1988 and Pincus, 1986).

These studies indicated that certain factors of organizational communication are highly related to job satisfaction.

In general, job satisfaction is one of the attitudes shown by individual toward his or her job. Most of the research on job satisfaction mainly emphasized on the employee perception towards three categories: organizational factors, group factors and personal factors (Griffin and Moorhead). Although statement about the supervisor is included in the item measured but the communication behavior of the supervisor is not specified in detail.

Therefore, this study seeks to investigate the relationship between supervisory communication and employee job satisfaction using statistical approach.

#### 1.4. Objectives of the study

The objective of the study is to examine whether there is a relationship between Supervisory communication and job satisfaction among the employees.

The specific objectives of this study are:

- i) to identify the most crucial dimension of supervisory communication that need to be addresses.
- ii) to analyze the respondent feedback on the most important aspect of job satisfaction among employees.
- iii) to determine the relationship of demographic variables of the respondent on supervisory communication and employee job satisfaction.

## 1.5. Definition of terms

### 1.5.1. Communication

Communication means exchanging information in such a way that you create a common basis of understanding and feeling.

### 1.5.2. Supervisor

“Supervisor” is an individual who has frequent personal contact with subordinates which include observation of employees’ work, communication of orders or policy, assistance with subordinate’s work and also resolution of employees problem a supervisor’s communication is primarily downward and is directed toward the improvement of communication between employees.

### 1.5.3. Supervisory Communication

Supervisory communication is the communication that occurs between the supervisor and employee in the work place. According to Huseman et.al (1980), supervisors engaged in seven types of communication which is positive expression, direction, rationale, negative expression, information, participation and feedback.

#### 1.5.4. Job Satisfaction

Job satisfaction represents a person's evaluation of his or her job and work context (H.M.Weiss, 2002). It is an appraisal of the perceived job characteristics, work environment and emotional experiences at work (Locke).

#### 1.6. Significance of study

Communication plays a central role in motivating employees of an organization to achieve their goals. Communication skills are crucial where it will help to improve job performance and organizational success which these was also agreed by previous researcher (Joyce 1991 and Harper 1987).

Therefore, a good supervisor must be able to communicate and correspond to the subordinates in terms of transferring knowledge and motivation. Knowledge, skill and ability are not enough if they cannot communicate.



This study is anticipated, in order to draw attention to the importance of to carry out such survey to measure on supervisory communication and employee job satisfaction.

#### 1.7. Limitations and scope of study

The study only investigates the Supervisory Communication from the employee perspective in the automotive industry. The respondent employed within the organization in the Klang Valley. The result of this finding is highly depending on the answer from the respondent.

#### 1.8. Organization of thesis.

The format and style adopted by this thesis are in compliance with Centre For Graduate Studies, Open University Malaysia specific guidelines.

This study is organized into six chapters. In this chapter, the research problem is presented and its background and significance explained.

The nature of research problems and research objectives are explained in this chapter.

Chapter Two is critically review the existing literature relating to the subject of organizational communication, supervisory communication and employee job satisfaction.

Chapter Three present and describe research methodology, instrument and data analysis procedures used in this study.

Chapter Four covers data analysis and result of the survey using statistical tool. Interpretation of results and discussion on the significance of such findings are discussed.

Chapter Five present the discussion on the survey finding. Chapter Six consisted on conclusion, implications and recommendations in relation to the topic under study. The basis is to suggest in the light of the research finding on the relationship of supervisory communication and employee job satisfaction.

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