

Exploring Cultural Influence on Managerial Communication in Relationship to Job Satisfaction, Organizational Commitment, and the Employees' Propensity to Leave in the Insurance Sector of India

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Abstract

This article identifies the critical importance of effective downward communication in its relationship to job satisfaction, organizational commitment, and the employees' propensity to leave an organization. Employee turnover within the insurance sector of India has become an issue; therefore, a sample of 105 employees from the insurance sector is surveyed to gather information concerning downward communication, job satisfaction, and organizational commitment. The study used various cultural lenses to understand the influence of national culture on norms, values, beliefs, and practices of the Indian employees and managers. Results of the survey suggest that there is a positively significant relationship between downward communication, employee satisfaction, organizational commitment, and the employees' propensity to leave. The results, which have implications and relevance for all kinds of industries all over the world, indicate that managers want to contribute to the effective functioning of the organization and can do so by providing the right, conducive environment for employees. Managers need to send clear, precise, and timely job instructions;

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communicate constructive feedback related to their job performance; and use multiple channels of communication. Taking these actions will enhance job commitment and reduce the likelihood of employees' leaving their organizations.

Keywords

downward communication, job satisfaction, organizational commitment, employee churn, propensity to leave an organization

Organizational communication theory and research indicate that internal communication activities are a determinant of how effectively organizations meet their goals (Bacal, 2008; Bottazzo, 2005; Danowski, 1980; Downs & Adrian, 2004; Farace, Monge, & Russell, 1977; García-Morales, Matías-Reche, & Verdú-Jover, 2011; Goldhaber & Rogers, 1979; Jablin & Putnam, 2001; Kramer, 2005; Ni, 2008; Nordin, Halib, & Ghazali, 2011). Technology has brought about many changes regarding how an organization communicates, but the need for constant and effective communication at all levels of the organization cannot ever change (Sengupta, 2011).

Communication, whether upward, downward, or horizontal, has to play a very critical role in an organizational setting. For example, organizations can gain a competitive advantage by using employees' ideas regarding how to improve processes, products, and services (Botero & Van Dyne, 2009). Or during acquisitions and mergers, continuous and ongoing communication from leaders, managers, and employees can help in abating the uncertainty and concerns of the people affected. Effective communication also helps in building successful work-based teams (Sandy, 2012). In fact, Sandy's (2012) study identified patterns of communication that could predict a team's success. Other studies established that cooperation over work, positive relationships, and improved productivity can be achieved if there is a proper communication system within an organization where communication flows in all directions from top to bottom to lateral, keeping all employees at all levels informed and engaged (Hargie, Dickson, & Tourish, 1999; Kreps, 2011; Stevens & Histel, 1996).

Managers Lacking Communication Skills and Inadequate Communication Cause Problems

Many research studies have indicated that managers lack effective communication skills. For example, a 2002 survey of 1,104 employees in U.S. organizations found that 86% of the employees stated that their managers thought they were good communicators, but only 14% of those employees actually believed that their supervisors communicated effectively (Harrison, 2008). The study stated that more than half the organizations (54%) gave no communication training to any level of manager. Thus, without training and education, managers do not know how to communicate effectively with direct reports, which further adds to misunderstandings and confusion

regarding job duties and expectations. Yet research studies have often shown that communication skills are ignored or relegated to less prominence in favor of more technical knowledge and competence (Heisler, Bouknight, Hayward, Smith, & Kerr, 2002). Melcrum Research found in its 2004 international survey of 712 communication and human resource practitioners that the communication quality of operational managers was generally poor. Respondents blamed the managers for not acting as leaders and not knowing their employees' needs. Individuals stated that they felt their managers did not make the effort to communicate even though they had the time to do so (Shaw, 2005a).

Exercising Managerial Authority Through Information Power

Some studies have focused on various sources of power that managers use to exert their influence and authority over employees. These are identified as formal authority, control of scarce resources, control of decision processes, control of boundaries, and control of knowledge and information (Morgan, 1986). Sometimes managers use larger organizational systems and interpersonal interaction with their subordinates to persuade them (Ouchi, 1981). Morgan (1986) further stated that knowledge—whatever its nature, like social or technical—is power, and how one gathers and distributes knowledge becomes a source of power. All too often, managerial leaders withhold information and dole it out on a need-to-know basis. They create powerlessness in subordinates while stifling critical employee input, commitment, and motivation (French, Bell, & Zawacki, 2000). Studies have found that inadequate and low-quality information was the “major cause of more than half of all problems with human performance,” (Malik & Goyal, 2003, p. 69) which led to a decline in organizational effectiveness (Boyett & Boyett, 1998; Malik & Goyal, 2003). Managerial leaders need to make sure that every employee has access to information such as finances, competitive products/services, and organizational strategy (Goman, 2002). By improving the quantity, quality, and timeliness of the information given to employees, organizations may be able to improve performance by as much as 20% to 50% (Boyett & Boyett, 1998). To reach goals and to help promote the vision and core competencies, organizations should study nanotechnology (faster, leaner, lighter, and cost-effective) communication devices (Fiofori, 2007).

Indian Management Style and the Command-and-Control Style Challenged by the New Business Reality

The first Indian organizations were set up under British rule as they were the first to introduce the Western type of business administration in India (B. P. J. Sinha, 2008). Thus, India is more compatible with the established global economy because it has been under British rule (Chaney & Martin, 2011). The British style of Indian management was characterized by emotional aloofness combined with high control of subordinates. When the British left India in 1947, the British style of management continued (J. B. Sinha & Kanungo, 1997). However, sociological change, wrought by two

decades of old economic liberalization in India, has triggered a change in thinking especially among the younger generations of Indian workers. One of the most visible effects of this change, due to globalization and liberalization, was the increased awareness of the Indian employees about Western values such as openness, collaboration, trust, authenticity, autonomy, and confrontation for resolving conflicts (Pareek, 1988). The hierarchy system, which is still very strong in today's Indian culture (Hofstede, 1980), finds itself being challenged by younger Indians who are ambitious, technology oriented, and confident. It is interesting to note that Indian managers in multinational companies behaved just as the expatriates did when relating with them but showed typical Indian ways such as aloofness and high control when dealing with other Indians (Agarwal, 1993; B. P. J. Sinha, 2004).

Attrition Problem in Indian Insurance Sector

The government of India liberalized the insurance sector in March 2000, and since then, the insurance sector within India has been one of the booming sectors and has grown at the rate of 15 to 20% per year (Pathak & Triphathi, 2010). Insurance companies in India have grown both vertically and horizontally, which has brought growth and new employment opportunities. The industry is intensively people oriented, but lately it has faced high rates of employee turnover. Many senior managers from the insurance sector believe the high rate of attrition in this industry is accurate. They have reported the attrition rate is between 14 and 38% and provide many reasons for the exodus of employees. For example, Dash has stated that 35% attrition takes place in the first year of recruitment, which keeps going down to about 18% by the fourth year. Those who leave, in his opinion, are the nonperformers (Menon & Vageesh, 2005).

B. P. J. Sinha believes that many individuals, in order to earn quick money in a short span of time, change jobs. However, he conceded that insurance is a high-pressure job, which requires constant networking and discipline to be successful (Menon & Vageesh, 2005). These sentiments are echoed by others who shared that companies cannot hold on to people, especially those in the frontline sales force, and believe this trend will continue to rise as the market matures (Pathak & Triphathi, 2010).

Review of Literature

Extensive research has demonstrated the relationship between commitment and other organizational variables such as (a) absenteeism, (b) leadership style, (c) communication openness, (d) job performance, and (e) turnover (Angel & Perry, 1981; Housel & Warren, 1977; Larson & Fukami, 1984; Morris & Sherman, 1981; Steers, 1977). Over the past two decades, researchers have shown keen interest in the constructs of communication satisfaction and organizational commitment (e.g., Becker, Billings, Eveleth, & Gilbert, 1996; Clappitt & Downs, 1993; Hunt & Morgan, 1994; Laschinger, Finegan, Finegan, & Shamian, 2001; Meyer & Allen, 1991; Putti, Argee, & Phua, 1990; Wetzel & Gallagher, 1990). Varona (1996) in her research study examined the relationship between organizational communication satisfaction and organizational

commitment in three Guatemalan organizations. Results indicated that first there was an explicit positive relationship between communication satisfaction and employees' organizational commitment, though it varied for different sets of employees. For example, schoolteachers were found to be significantly more satisfied with the communication practices and more committed to their organization than were the employees of the other two organizations like a hospital and a food factory. Similarly, supervisors were seen as significantly more satisfied with overall communication practices than were subordinates. Also, the study revealed that employees with more tenure were significantly more committed to their organizations. Alanezi (2011) found a relationship between communication satisfaction factors and organizational commitment among secondary teachers in the state of Kuwait. He identified some communication factors such as supervisor communication, media quality, horizontal communication, and communication with subordinates that predicted teachers' commitment. He further found a strong predictable relationship between the overall scores of communication satisfaction and commitment.

Employees of a large service organization were surveyed to determine if individual levels of organizational commitment were related positively to perceptions of organizational climate and of communication climate. The results of the study suggested that employees' perceptions of organizational climate and communication climate were correlated positively with the level of employees' organizational commitment. Specifically, multiple regression analysis indicated that organizational clarity, participation, and superior-subordinate communication accounted for 41% of the variance in organizational commitment, with participation and organizational clarity emerging as significant predictors of commitment (Guzley, 1992). Lewis, Thornhill, and Saunders (2003) found, at an organizational level, employee commitment was affected by the downward communication they receive from senior leaders. In addition, the communication style of the senior leaders influenced the upward communication that employees sent as well as their commitment to the organization.

Studies on Job Satisfaction and Communication

Another variable that has indicated a positive relationship with organizational communication is job satisfaction. Job satisfaction is defined as an individual's emotional reaction to a particular job or described more specifically as an *attitude of liking or disliking a job* (Gruneberg, 1979; Jepsen & Sheu, 2003). Positive correlations between communication effectiveness and job performance, communication frequency and the amount of communication with job performance, and employee communication satisfaction and supervisor job performance were found by Jain (1973). Other studies further reinforced that the constructs of organizational communication and job satisfaction related positively (Downs, 1977); Foehrenbach & Rosenberg, 1982; Goldhaber, Porter, Yates, & Lesniak, 1978; Muchinsky, 1977; Pincus, 1986; Ruch & Goodman, 1983; Thiry, 1977; Walther, 1988). A study using three dimensions of communication—informational, relational, and informational/relational—showed employee perception of organizational communication satisfaction related significantly to both job

satisfaction and job performance, albeit the former link was shown to be stronger than the latter (Pincus, 1986). In another study, researchers tried to determine the unique combination of variables such as communication, extrinsic exchange, leadership satisfaction, intrinsic exchange, job characteristics, and pay satisfaction that would explain the greatest percentage of variance in both job satisfaction and promotion satisfaction. The three variables that explained the greatest percentage of variance in job satisfaction included communication, intrinsic exchange, and leadership satisfaction (Welch & Jackson, 2007).

De Nobile and McCormick (2008) investigated the relationships between aspects of organizational communication and facets of job satisfaction and found that supportive, democratic, cultural, and open communication related to job satisfaction.

Another communication-related problem that can affect job satisfaction is the amount of communication that one receives on the job (Kraymer & Westbrook, 1986). If an individual did not receive enough input into his or her job or was unsuccessful in processing these inputs, the individual was more likely to become dissatisfied, aggravated, and unhappy with his/her work, which led to a low level of job satisfaction (Farace, Monge, & Russell, 1977).

The relationship of a subordinate with his or her supervisor is another important aspect in the workplace. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines received positive feedback and high job satisfaction from a subordinate. But a supervisor who was antisocial, unfriendly, and unwilling to communicate received negative feedback and a very low job satisfaction from his or her subordinates in the workplace (Weiss & Cropanzano, 1996). Research has established that superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which a subordinate perceives a supervisor's behavior can influence either positively or negatively job satisfaction. The manner in which supervisors communicate with their subordinates may be more important than the verbal content. Individuals who dislike and think negatively about their supervisors are less willing to communicate or be motivated to work while individuals who like and think positively of their supervisor are more likely to communicate and be satisfied with their job and work environment (Stevens & Histel, 1996).

Studies have reported that supportive downward communication from managers was moderately to strongly related to subordinate job satisfaction (Eisenberger, Cummings, Armeli, & Lynch, 1997; Gaertner, 2000; Iverson, 2000). Thus, job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship (Williams & Anderson, 1991) as well as absenteeism, turnover, and deviant work behaviors (Porter & Steers, 1973).

Studies on Propensity to Leave

Employees' propensity to leave the organization is defined as a behavioral intention that precedes actual salesperson turnover (Futrell & Parasuraman, 1984). Consistently, it has been found to be related negatively to job satisfaction and organizational

commitment (Johnston, Parusraman, Futrell, & Black, 1990; Johnston, Varadarajan, Futrell, & Sager, 1987). Empirical research has consistently shown that a propensity to leave was an effective predictor of salesperson turnover (Johnston et al., 1990; Sager, Futrell, & Varadarajan, 1989) but has been inconsistent with respect to antecedent effects on the employees' propensity to leave. Some researchers have found that performance exerted a significant effect on the employees' propensity to leave (Fern, Avila, & Grewal, 1989; Johnston et al. 1987), whereas others (Futrell & Parasuraman, 1984) have not. Similarly, some researchers (Sager & Johnston, 1989; Sager et al., 1989) have found a direct effect of job satisfaction on the employees' propensity to leave, whereas others have not (Johnston et al., 1990).

Finally, various studies on communication, which included employees drawn from broad cross-sections of industries, occupations, and different cultures and nationalities, have found that (a) when managers communicate effectively with their respective employees, employees are satisfied with their jobs and thus will choose to stay (Fullan, 2005; Stempien & Loeb, 2002), (b) cooperation over work or positive working relationships cannot occur without communication and social interaction (Argyle, 1991; Bovee, Thill, & Schatzman, 2007; Chambers, 1998; Xia, Yuan, & Gay, 2009), (c) communication constructs have a definite positive relationship with various organizational outcomes including job mobility (Kilduff & Day, 1994), upward mobility, job level, pay (Haas & Sypher, 1991), leadership ability (Flauto, 1999), and general mental ability and job performance (Ferris, Witt, & Hochwarter, 2001).

Cultural Lens

A culture is shared values, assumptions, and beliefs held by a group of members, which influence the attitudes and behavior of the group members. To better understand the perceptions of Indian managers and employees, this article used House, Brodbeck, and Chhokar's (2007) Global Leadership and Organizational Behavior Effectiveness (GLOBE) study that built upon the findings of Hofstede (1980), Schwartz (1994), Smith and Peterson (1995), and Inglehart (1997) to understand the influence of national culture on norms, values, beliefs, and practices of the Indian managers and employees. House et al.'s study identified nine dimensions that could influence business cultures. They include the following:

Power Distance: The degree to which members of a collective expect power to be distributed equally.

Uncertainty Avoidance: The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.

Humane Orientation: The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.

Collectivism I (Institutional): The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.

Collectivism II (In-Group): *The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.*

Assertiveness: *The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.*

Gender Egalitarianism: *The degree to which a collective minimizes gender inequality.*

Future Orientation: *The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.*

Performance Orientation: *The degree to which a collective encourages and rewards group members for performance improvement and excellence.* (House, 2007)

For India, collectivism, humane orientation, and power distance are relatively high. The family is patriarchal, and so is the Indian management style. Because of status differences, Indians generally do not use group orientations, and therefore most senior managers make all decisions. Within the family setting, elders are revered and taken care of by their children (Chaney & Martin, 2011). In business, building relationships is important. An introduction is necessary, and titles convey respect, which illustrates the high power distance dimension of India's national culture.

Gender differentiation and assertiveness are high since India is a male-dominated society. India has fewer women in decision-making roles, has more occupational sex segregation, and has a lower level of education on average for women versus men (Emrich, Denmark, & Den Hartog, 2004). Indians tend to value tough, dominant, and assertive behaviors, which includes direct communication (Den Hartog, 2004).

Indians appear to have a high tolerance for uncertainty and thus have low values of uncertainty avoidance. However, they do have a high future orientation. Both high tolerance for uncertainty and high future orientation are based on the general long-term and hereafter approach.

Performance orientation is more moderate and may be influenced by the teachings of what has been called "the most famous ethical text of ancient India, the '*Bhagavad Gita*.' The essence of the teachings is summed up in the maxim your business is with the deed and not the result" (House et al., 2007, p. 978).

Why This Study

The literature on communication and its relationship with job satisfaction, organizational commitment, and the intent to leave an organization has been widely studied, but few studies have touched upon the subject of job satisfaction, organizational commitment, or turnover with respect to Indian organizations. There is a need to explore these topics in the Indian context since many sectors in India, especially the insurance and the information technology sectors, have faced serious problems with employee turnover (14–38% and 18%, respectively). Multiple reasons have been cited for employees' leaving a company in India; for example, pay packages, career level

growth, and relationships with supervisors are cited as the main reasons for job attrition while others have observed the lack of job security, ease of flexible work environments, and career advancement are reasons for employees to leave an organization (Adhinarayanan & Balanga Gurunathan, 2011; "Attrition Highest in IT," 2011; Pathak & Tripathi, 2010).

The review of literature indicates that a high and positive correlation exists between communication and job satisfaction, job satisfaction and organizational commitment, and communication and the employees' propensity to leave an organization. Therefore, the present study sought to explore if Indian employees from the insurance sector have needs similar to those of other employees in the world with regard to downward communication and job satisfaction, which are correlated to their organizational commitment and their intent to leave an organization. Given that researchers have found that Indian managers have high power distance (House et al., 2007; B. P. J. Sinha, 2004), these managers might be withholding critical information from their employees to exercise their power and authority (French et al., 2000). Therefore, there is a need to investigate to see if this is, in fact, happening. One reason for the huge exodus of employees from the insurance sector could be the employees' dissatisfaction with top-down communication, resulting in their job dissatisfaction and organizational commitment, which becomes one of the potential factors contributing to employees' leaving an organization. Since all these variables have been statistically proven to have a positive relationship, this study was undertaken. Also, as suggested by other researchers, further research should focus on the relationship between organizational communication and other organizational outcomes (Pettit, Goris, & Vaught, 1997). This current study seeks to fill a gap in the literature by exploring the relationship between downward communication and other organizational outcomes such as job satisfaction, organizational commitment, and the propensity to leave an organization.

Hence, a four-part model (see Appendix A) was developed to illustrate (a) the relationship between downward communication and job satisfaction, (b) the relationship between job satisfaction and the organizational commitment, (c) the proposed moderating effect of organizational commitment on the employee's propensity to leave, and (d) the relationship between downward communication and the intent to leave. The following set of hypotheses will be tested.

Hypothesis 1: Effective downward communication is positively related to the level of job satisfaction.

Hypothesis 2: Job satisfaction is positively related to organizational commitment.

Hypothesis 3: Organizational commitment is negatively related to the employees' propensity to leave an organization.

Hypothesis 4: There is a direct relationship between downward communication and employees' propensity to leave an organization. When a higher level of effective downward communication occurs, it is believed that fewer employees will desire to leave their organizations.

Table 1. Cronbach's Alpha Test of Downward Communication, Job Satisfaction, Organizational Commitment, and the Propensity of Employees to Leave.

Research Construct	Number of Items	Chronbach's Alpha	Number of Dimensions	Variance Explained
Downward communication	17	.766	6	74.587
Job satisfaction	3	.943	1	89.742
Organizational commitment	4	.835	1	67.872
Propensity of employee churn	3	.808	1	72.449

Research Methodology

For this study, downward communication is defined as communication sent from someone in a higher position in the organizational hierarchy to individuals who serve in lower level positions. Gayathri's (2003) questionnaire on downward communication, which has six dimensions that include (D1) communicating about task direction, (D2) communicating the rationale behind the tasks being performed, (D3) communicating feedback about one's performance, (D4) using multiple channels of communication, (D5) repeating important communication, and (D6) bypassing formal communication channels whenever necessary, was used to collect the data from the employees of the Indian insurance sector.

Employees' propensity to leave an organization was measured using Colarelli's (1984) three-item scale. This scale included such items as "I frequently think of quitting my job" and "I am planning to search for a new job during the next twelve months."

The three-item Job Satisfaction Scale by Netemeyer, Boles, and McKee (1997) was used to measure the degree of job satisfaction. The six-item Organizational Commitment Scale by Meyer and Allen (1991) measured the involvement of an individual within his/her respective organization.

The reliability and the validity of these scales were established by following the procedures as suggested by Churchill's (1979) methodology of scale development. Reliability and factor analysis was carried out for the four research constructs: downward communication, job satisfaction, organizational commitment, and the employees' propensity to leave an organization. Prior to data analysis, a Cronbach's alpha test was carried out to measure the internal consistency of the scale items, and the alpha values were found to be more than .7 (Churchill, 1979; Nunnally, 1978), as shown in Table 1. The reliability of constructs was found to be statistically significant. Therefore, the scales have high internal consistency and are considered reliable.

Factor Analysis of Downward Communication

Initial unidimensionality and discriminant validity were checked by exploratory factor analysis (Hattie, 1985; McDonald, 1982). Factor analysis of downward communication having 26 items (see Appendix B) yielded 17 scale items with six factors having

Table 2. Factor Analysis of Downward Communication—Total Variance Explained.

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	Variance	Cumulative %	Total	Variance	Cumulative %	Total	Variance	Cumulative %
Downward communication	1	4.351	25.596	25.596	4.351	25.596	25.596	2.382	14.013	14.013
	2	3.080	18.120	43.717	3.080	18.120	43.717	2.367	13.922	27.935
	3	1.700	10.001	53.718	1.700	10.001	53.718	2.245	13.208	41.143
	4	1.465	8.619	62.337	1.465	8.619	62.337	2.172	12.775	53.918
	5	1.062	6.250	68.587	1.062	6.250	68.587	1.775	10.443	64.361
	6	1.020	6.000	74.587	1.020	6.000	74.587	1.739	10.227	74.587
	7	0.815	4.795	79.383						
	8	0.685	4.029	83.412						
	9	0.578	3.399	86.811						
	10	0.476	2.801	89.612						
	11	0.403	2.373	91.985						
	12	0.346	2.034	94.019						
	13	0.279	1.641	95.659						
	14	0.237	1.395	97.054						
	15	0.221	1.298	98.352						
	16	0.160	0.939	99.291						
	17	0.120	0.709	100.000						

Note. Extraction method is principal components analysis. Please see Appendix B, Questionnaire on Downward Communication. D1 includes statements 16, 17, 18, 21; D2 includes statements 5, 11, and 12; D3 includes statements 1, 6, and 7; D4 includes statements 13, 15, and 25; D5 includes statements 3 and 4; and D6 includes statements 8 and 9 (D = dimension).

values greater than 1. The items that were found to be repetitive or not related to the downward communication concept (statistically) and therefore deleted were items 02, 10, 14, 19, 20, 22, 23, 24, and 26. The factors with values greater than 1 that were included were (D1) multiple channels of communication, (D2) communicating feedback about one’s performance, (D3) communicating the rationale behind the task performed, (D4) communicating suggestions directly for improving the performance, (D5) communicating clear job instructions, and (D6) communication about task direction. Together they explained a variance of 74.587. Tables 2 and 3 explain the variances of each of the six factors.

The first factor, multiple channels of communication, was derived from the scale items. The latent variables that constitute the first factor were item 16, item 17, item 18, and item 21. Please see the complete survey in Appendix B.

The second factor was communicating feedback about one’s performance, and its latent variables were item 5, item 11, and item 12. The third factor, communicating the rationale behind the task performed, was derived from the three scale items. The latent variables that constitute the third factor were item 01, item 06, and item 07. The fourth factor, communicating suggestions directly for improving the performance, was

Table 3. Rotated Component Matrix of Six Factors of Downward Communication.^a

	Component					
	1 Multiple Channels of Communication	2 Feedback About One's Performance	3 Rationale Behind the Task	4 Suggestions Directly for Improving the Performance	5 Clear Job Instructions	6 Task Directions
VAR00001			.761			
VAR00003					.809	
VAR00004					.893	
VAR00005		.802				
VAR00006			.842			
VAR00007			.754			
VAR00008						.829
VAR00009						.847
VAR00011		.820				
VAR00012		.840				
VAR00013				.755		
VAR00015				.813		
VAR00016	.732					
VAR00017	.788					
VAR00018	.696					
VAR00021	.716					
VAR00025				.685		

Note. Extraction method is principal component analysis. Rotation method is varimax with Kaiser normalization.

a. Rotation converged in seven iterations.

derived from three scale items—variables 13, 15, and 25—while the fifth factor, communicating clear job instructions, was derived from the two scale items. The latent variables that constitute the fifth factor were variable 03 and variable 04, and the sixth factor, communication about task direction, was derived from two scale items, which were variable 08 and variable 09.

Although the scales of job satisfaction, organizational commitment, and propensity to leave are tested and validated scales, these were factored in the Indian context as well and the results were found to be the same.

Sampling Process

A survey using the tools mentioned above was distributed to professionals working in major Indian insurance firms based in the National Capital Region including Delhi, Gurgaon, and Noida in north India. After permission was received from the respective

Table 4. Model Summary^a for Downward Communication and Job Satisfaction.

Model	R	R ²	Adjusted R ²	Standard Error of the Estimate
Downard communication	.744 ^b	.554	.526	.68745629

a. Dependent variable is job satisfaction.

b. Predictors are (Constant), CommF6, CommF5, CommF4, CommF3, CommF2, and CommF1.

leaders of the various insurance departments, the questionnaire was administered to the employees who were sales managers, business development managers, tele-sale managers, and relationship managers. It was observed that the highest level of employee turnover was at these levels, where the entry barriers are low but targets and work pressures are very high (Pathak & Tripathi, 2010). The questionnaire was administered to 240 employees working in seven firms. Each employee was identified by his or her respective department head. Respondents were asked to return the completed questionnaire to the email address of the principal investigator. Out of 240 questionnaires administered, 109 completed questionnaires were returned. After data were entered and incomplete surveys were deleted, the final sample consisted of 105 questionnaires.

In the sample, heterogeneity was maintained in terms of respondents’ age, current work experience, total work experience, and job profiles, which described the nature of their jobs. Respondents ranged in age from 20 years to 60 years, and their total work experience was from 1 year to 22 years in the areas of marketing and service supply chain.

Results and Discussion

Multiple regression analysis tested the four hypotheses including downward communication in relationship to job satisfaction job, satisfaction in relationship to organizational commitment, employees’ organizational commitment in relationship to employees’ propensity to leave, and effective downward communication in relationship to employees’ propensity to leave.

Downward Communication in Relationship to Employees Job Satisfaction

To test Hypothesis 1, which was, Effective downward communication is positively related to the level of job satisfaction, factor scores for six dimensions of downward communication—(D1) multiple channels of communication, (D2) communicating feedback about one’s performance, (D3) communicating the rationale behind the task performed, (D4) communicating suggestions directly for improving the performance, (D5) communicating clear job instructions, and (D6) communication about task direction—were regressed on the factor score of job satisfaction to determine if a relationship existed between the downward communication and job satisfaction. The R² value of .55 (see Table 4) was significant, which demonstrated that the model was fit and that

Table 5. Coefficients of Downward Communication on Job Satisfaction.

Model	Unstandardized Coefficients		Standardized Coefficients		T	Significance
	B	Standard Error	Beta			
(Constant)	.026	.068			0.378	.706
CommF1	.127	.069	.127		1.843	.068
CommF2	.591	.069	.592		8.597	.000
CommF3	.037	.069	.037		0.533	.595
CommF4	.219	.069	.219		3.182	.002
CommF5	.332	.069	.333		4.830	.000
CommF6	.165	.069	.165		2.398	.018

a. Dependent variable is JobsatisF.

a relationship between downward communication and job satisfaction was significant at the .05 level.

To test the relationship between downward communication and job satisfaction, regression was run on the six factors of downward communication including (D1) multiple channels of communication, (D2) communicating feedback about one's performance, (D3) communicating the rationale behind the task performed, (D4) communicating suggestions directly for improving the performance, (D5) communicating clear job instructions, and (D6) communication about task direction (see Table 5). The *t* test illustrated that the value of *t* for five factors of downward communication including D1, D2, D4, D5, and D6 were significant (having the value of .06, .00, .02, .00, and .01). The third factor, D3 (communication about feedback concerning one's performance), had a value of more than .59 (on the higher side of the accepted value of .5) of downward communication and was found to be insignificant. This proved statistically that downward communication is related positively to job satisfaction. The results showed the R^2 value was .554 and *p* value was less than .05. Thus, the hypothesis that the five dimensions of downward communication, D1, D2, D4, D5, and D6, are positively related to job satisfaction level was accepted.

The results imply that when precise and clear job instructions as well as appropriate performance feedback are given to subordinates, subordinates understand what is expected and find it easier to achieve goals. According to Gratton (2008), "one of the most crucial organizational levers in the creation of cooperative working environments and collaborative teams is managers who coach and mentor others"—by providing constant feedback on employee performance (p. 9). In addition, when subordinates receive suggestions and feedback related to their jobs, the quality of their performance improves. These findings support prior research that found "communication and more communication" were seen as the key contributing factors to success (Applebaum, Roberts, & Shapiro, 2009).

India has a moderate performance orientation as found in the GLOBE study (House et al., 2007); therefore, these managers may not be aware of the value of encouraging

and rewarding employees for performance improvement and excellence. This may also explain why their communication with their direct reports appears to be minimal and may not be meeting the needs of their employees.

Traditionally, communication from managers comes directly from one manager to the next and from supervisor to employee. As companies grow larger and become more complex, this can become more difficult. The results of this study show that sometimes-formal communication channels need to be bypassed to save time and to ensure greater accuracy. When a message must pass through multiple levels within a tall hierarchical organization, there is a greater likelihood of delays or dilution of information. In some situations, answers to questions may be needed quickly to meet the needs of customers or clients. However, given that India has a high power distance orientation, bypassing formal channels of communication may be frowned upon and discouraged by senior leaders.

Also, the findings showed that important messages should be repeated to ensure accuracy and understanding. To avoid a mismatch of understanding between the sender and the receiver, important downward messages should be repeated by the receiver to ensure he or she has understood the message correctly. The manager should ask his or her employees to repeat messages sent to them so that the manager is convinced that the information has been understood correctly. However, making this request can be difficult, given status differences, as employees may fear that they will make a mistake in repeating the message. So the manager must exhibit tact and empathy when making such requests. Quite often, information is lost or distorted in the course of its journey down the chain of command. Sometimes many directives or instructions are not understood or even read because of so much information to process, especially with email. Because of a high power distancing culture, which is prevalent in Indian companies, the Indian employees will probably not seek clarification regarding the information they receive because of status differences. Instead, they keep quiet rather than take a risk to ask questions fearing some kind of reprimand or punitive action. Thus, it becomes imperative on the part of the Indian managers to check for understanding with their employees, especially when they send important messages. Another strategy a manager could use to ensure accuracy and understanding would be to use multiple and different modes or channels of communication to send important messages to facilitate employee understanding. In a study of the Indian automobile manufacturing industry, the researcher found that multiple channels of communication—written circulars, email messages, meetings, person-to-person interaction, and the telephone—could be used to increase the chances of communication's being received and to facilitate accuracy of the information while reducing ambiguity (Raina, 2010).

Finally, these results clearly show that subordinates need to understand their contribution and importance to the organization. This is partly due to the collective orientation of India and the need of Indians to express pride and loyalty (House et al., 2007). If Indian employees feel they are valued and that their work is important, they will have greater organizational commitment and job satisfaction. The results of this study support at least three prior research studies that found (a) higher satisfaction among

Table 6. Model Summary of Employee Job Satisfaction in Relationship to Organizational Commitment.

Model		R	R ²	Adjusted R ²	Standard Error of the Estimate
Job satisfaction	1	.747 ^a	.558	.553	.66833513

a. Predictors are (Constant) and Jobsatisf.

employees who received downward communication, (b) both task and relational leadership style positively related to subordinate job and communication satisfaction with strong relationships between leadership style and employee communication satisfaction, and (c) downward communication's being more effective when top managers communicate directly with employees (Foehrenbach & Rosenberg, 1982; Larkin & Larkin, 1994; Madlock, 2008).

The fifth dimension, communicating the rationale behind the task performed, however, did not show high correlation with job satisfaction. This was an interesting and surprising result in that it appears the Indian employees did not mind performing a job even though they may not understand why a job is being done. Knowing the rationale behind the task did not appear to affect their job satisfaction, which implies that performing and delivering their respective jobs qualitatively mattered more than knowing why they were doing the jobs. This may hold true for some Indian individuals who believe in submitting to authority rather than challenging it. Hierarchy, which plays a key role in Indian systems, does not encourage the subordinate to question authority as otherwise, traditionally, the system will punish the employee for asking questions. It may be that this perceived fear of some punitive action compels some employees to focus more on the quality of their job performance rather than knowing why they are doing that job. It was surprising to have this result given that the GLOBE study (House et al., 2007) found a strong preference for reducing the power distance. It may be that some older employees continue to be comfortable with the traditional power distance while younger employees desire an increase in social equality.

Job Satisfaction in Relationship to Organizational Commitment

For Hypothesis 2, Employee job satisfaction is positively related to level of employees' organizational commitment, the factor scores of job satisfaction were regressed on the factor scores of organizational commitment. R^2 was found to be .558, and the model was found to be significant. The result of the analysis is shown in Tables 6 and 7. The analysis of variance showed that the model (showing the relationship between job satisfaction and organizational communication) was a good fit. The slope was significant and positive as it was equal to 0.745. Thus, the hypothesis that job satisfaction is significantly positively related to employees' organizational commitment is accepted.

The results imply if the employees are satisfied with their work with all things considered such as pay, promotion, supervisor, and coworkers, over a period of time,

Table 7. Coefficients.^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard Error	Beta		
(Constant)	-.005	.066		-.071	.943
JobsatisF	.745	.066	.747	11.340	.000

a. Dependent variable is OrgnCommitF.

they will get emotionally attached to the organization and have a strong sense of belonging to that organization. They will feel as if they are part of a family and perceive that the organization’s problems are their own. This supports the findings of the GLOBE study, where India scored high on in-group collectivism. Indians tend to strongly identify with their families and take a great deal of pride in their affiliations with employers (House, Quigley, & deLuque, 2010). Therefore, if Indian employees feel a sense of satisfaction, being part of a family, and fulfillment, they will be happy to stay with their organizations. Another research study found that communication is more than getting the message across; “it is also central to the development and maintenance of positive working relationships” (Hargie et al., 1999, p. 120). When employees are exposed to appropriate communication (e.g., receive timely and adequate feedback, are kept informed of changes) favorable organizational outcomes can occur including job satisfaction, job performance, and commitment to the organization (Gray & Laidlaw, 2004). When employees feel that their organization, supervisors, and coworkers are communicating openly, they will feel more confident and comfortable working with their superiors and coworkers in the workplace (Wulandari & Burgess, 2011). Communication openness can lead to job satisfaction and organizational commitment.

Employees’ Organizational Commitment in Relationship to Employees’ Propensity to Leave

To test Hypothesis 3, The greater the employee’s organizational commitment, the less will be the employees’ propensity to leave the organization, regression analysis was carried out. Factor scores of organizational commitment were regressed on factor score of employees’ propensity to leave. The R^2 value was found to be .156, which was weaker but still significant. The result of the analysis is shown in Tables 8 and 9. The analysis of variance showed the model is a good fit because the slope is significant and negative, which was equal to -0.394 . Thus, the hypothesis that there was a significant negative relationship between employee organizational commitment and employees’ propensity to leave an organization is accepted. This shows that a committed and engaged workforce is less likely to leave the organization. These findings are supported by the works of other researchers who found organizational commitment was significantly related to both job performance and employees’ propensity to leave an

Table 8. Model Summary of Organizational Commitment in Relationship to Employees' Propensity to Leave an Organization.

Model	R	R ²	Adjusted R ²	Standard Error of the Estimate
Organizational commitment	.395 ^a	.156	.148	.92044182

a. Predictors are (Constant) and OrgnCommitF.

Table 9. Coefficients^a of Organizational Commitment and Employees' Propensity to Leave an Organization.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Standard Error	Beta	T	Significance
(Constant)	.017	.090		0.185	.853
OrgnCommitF	-.394	.091	-.395	-4.340	.000

a. Dependent variable is propensity leaving.

organization (Jaramillo, Mulki, & Locander, 2006; Jaramillo, Mulki, & Marshall, 2005; Rutherford, Park, & Han, 2011). For managers looking to reduce the impact of turnover, organizational commitment reduces the employees' propensity to leave an organization. Therefore, the challenge for Indian employers within the insurance sector is to improve the communication between managers and subordinates so that the employees do not feel like leaving their industry. Traditional Indian managerial ways of communicating may have to give way to more empowering and collaborative work environments. Indian managers may have to learn to tap into the expertise of their direct reports and encourage them to share openly their thoughts and ideas, which will be a shift from the national norm of a strong power distance, which is associated with male-dominated societies such as India.

Effective Downward Communication in Relationship to Employees' Propensity to Leave

To test Hypothesis 4, There is a direct relationship between downward communication and employees' propensity to leave an organization, factor scores of all six effective downward communication dimensions were regressed on factor score of employees' propensity to leave. The R^2 value was found to be .136, which was weak but still significant. The result of the analysis is shown in Tables 10 and 11. The analysis of variance showed the model was a good fit as the slope was significant and negative. All the beta coefficients were found to be negative. Beta coefficients of two communication dimensions, Dimension 2, that is, communicating feedback about one's performance, and Dimension 6, that is, communicating about task direction, were both negative and significant. This showed a direct impact between these two dimensions

Table 10. Model Summary^a of Downward Communication in Relationship to Employees' Propensity to Leave an Organization.

Model	R	R ²	Adjusted R ²	Standard Error of the Estimate
Downward communication	.368 ^b	.136	.080	.96565823

a. Dependent variable is propensity leaving.

b. Predictors are (Constant), CommF6, CommF5, CommF4, CommF3, CommF2, and CommF1.

Table 11. Coefficients of Downward Communication in Relationship to the Employees' Propensity to Leave an Organization.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Standard Error	Beta	T	Significance
(Constant)	.004	.096		0.047	.963
CommF1	-.049	.097	-.049	-0.508	.613
CommF2	-.231	.097	-.229	-2.392	.019
CommF3	-.086	.097	-.085	-0.887	.377
CommF4	-.039	.097	-.039	-0.405	.686
CommF5	-.269	.097	-.267	-2.783	.007
CommF6	-.027	.097	-.027	-0.281	.779

a. Dependent variable is propensity leaving.

on employees' propensity to leave an organization. The higher these two dimensions were, the lower the employees' propensity to leave, thus indicating if employees have adequate knowledge about how to perform their respective jobs, receive regular feedback with respect to their skill set and the quality of the job they perform, and are kept informed about organizational endeavors, they will find it harder to leave their organizations. These findings supports prior research, which found that without feedback, employees become demotivated (Sandhya & Kumar, 2011). Feedback is needed to help employees assess their performance and identify their improvement areas. Most Indian organizations of medium to large size had formal performance appraisal systems, but House et al. (2007) found that managers often avoided giving poor performance ratings. So employees did not truly know whether they were meeting expectations or not. The GLOBE study stated that promotions were often based on a combination of performance rating, seniority, and suitability, which may also stifle younger employees who have worked hard for promotions but do not have the seniority and thus choose to leave an organization.

The results showed that a direct relationship existed between downward communication and employees' propensity to leave an organization. All the dimensions had an inverse relationship with employees' propensity to leave an organization. Such a finding established a strong and positive relationship between downward communication,

job satisfaction, organizational commitment, and employees' propensity to leave an organization.

Implication for Practitioners

It is evident from the findings of the present study that the traditional management methods are not the only way of getting employees involved and committed to an organization. In fact, the integrated model tested showed a strong relationship among downward communication, job satisfaction, and organizational commitment and their inverse relationship to the propensity to leave. From this finding, it could be then determined that alternative approaches and perspectives exist, which could deliver results in terms of increasing employees' involvement, increasing their performance and loyalty towards the organization, and lowering employee turnover. Further, the results showed that positive perceptions about top-down communication served to boost employee job satisfaction, to increase trust in the workplace, and to make employees support the actions and the objectives of the organization. However, the findings of this study, along with the findings of other research studies, report that the Indian managers who are dominated by the strong power orientation and "the parental ideology of authority relations legitimized by socio-economic factors" (Kaker, 1998, p. 298) could have a negative effect on subordinate performance and satisfaction and might prompt younger Indian employees to leave their organizations. Clearly, national culture influences the norms, beliefs, and values of a particular country, and it takes time to change those beliefs. Collectivism and humane orientation continue to be the most important characteristics of the national culture of India, which may not be in alignment with the present reality of India, as it appears to be in a period of major transition towards power equalization (House et al., 2007). Also, as can be seen in this study, there is an increasing preference for individualism, which supports Salacuse's (2007) study, which found that employees are more educated and intelligent than employees in past generations. He recommended that managerial leaders use more persuasion instead of direction. His study further illustrates the need for Indian managers to move away from the authoritative way of managing and start using a coaching or facilitative style of leading. Indian managers in all sectors and particularly in the service sectors of insurance and information technology must employ these communication behaviors to retain their employees. As the world continues to become flat (Friedman, 2005) and as countries throughout the world, especially China, Korea, and India, which are rooted in an oriental culture, adopt e-business processes, digital communication methods will continue to change the way that managers interact with their employees. However, as Argenti (2003) stated, "Today's employees do want high-tech and sophisticated communications, but they also want personal contact with their managers. Understanding this fact is the cornerstone of an effective internal communication system" (p. 139). According to Andrews and Baird (1989), a manager who is perceived to be poor in communication skills

promotes unhappy and unproductive subordinates around him or her. Therefore, Indian managers need to understand that today's organizations, which are run by multi- and cross-functional teams, will show little tolerance for unquestioned authority. Instead these managers will need to employ persuasion while engaging in clear and honest communication to help encourage and strengthen manager-employee relationships so that together they can reach maximum productivity. The Indian managers should strive to maintain productive manager-employee relationships by assisting and guiding the employees in their work and recommending them for career development programs. They should also work to make their employees feel respected and valued by the organization by noting good work, which will further motivate employees. The relationship between the manager and employee should be built on mutual understanding with a view to facilitating the employee's identifying himself/herself with his/her work and with his/her business. Timely and relevant information should be distributed through circulars and notices. All information regarding the company that employees consider critical and important such as changes in the company's policies or processes, planned changes in the workforce, future plans, and the company's vision should be conveyed through multiple channels and communicated in such a way that employees can understand. "If people understand the bigger organizational picture, they will be more willing to stay for the ride and more motivated to do the job you need them to do" (*Sunday Times*, 2002).

If Indian organizations develop a strong communication culture that develops a collaborative spirit, it will help managers build trust, stimulate engagement, and increase productivity so that employees will desire to stay rather than leave their organizations. Fundamentally, the functioning and survival of organizations is based on effective work relationships, and these relationships grow out of an effective communication system.

The findings of the present study are validated by other research studies (Adhinarayanan & Balanga Gurunathan, 2011; Boyett & Boyett, 1998; Downs, 1988; Farace et al., 1997; Kanwar, Singh, & Deo Kodwani, 2012; Kwantes, 2009; Leonardi, Neeley, & Gerber, 2012; Madlock, 2008; Malik & Goyal, 2003; Natarajan, 2011; Pathak & Tripathi, 2010; Potvin, 1991; Putti et al., 1990; Sharbrough, Simmons, & Cantrill, 2006; Shaw, 2005b; Smidts, Pruyn, & Van Riel, 2001), which found that efficient communication practices have become an important factor for overall organizational functioning and success in organizations around the world. Table 12 identifies the current reality as well as changes needed to improve job satisfaction and organizational commitment within the insurance sector of India.

Limitations of the Study

The study was confined to the insurance sector and did not consider other sectors such as information technology, which is also facing employee attrition in India. This study analyzed only downward communication and did not study upward or horizontal

Table 12. Current Reality and Changes Needed for Indian Managers and Indian Employees.

	Indian Managers	Indian Employees
Communication	<p>Current reality</p> <ul style="list-style-type: none"> • Have minimal communication with direct reports. • Discourage employees' bypassing formal channels of communication. <p>Improvements needed</p> <ul style="list-style-type: none"> • Improve and provide more ongoing communication. • Encourage direct reports to share openly their thoughts and ideas. • Tap into the expertise of direct reports. • Persuade more than command. • Coach or facilitate to empower employees. 	<p>Current reality</p> <ul style="list-style-type: none"> • Do not seek clarification regarding the information they receive because of status differences. • Keep quiet rather than take a risk to ask questions fearing some kind of reprimand, punitive action, or making a mistake. <p>Changes sought</p> <ul style="list-style-type: none"> • Desire precise and clear job instructions and feedback and want to be kept informed. • Would like more up-down communication to boost their job satisfaction, increase trust, and provide encouragement.
Rewards and good work	<p>Current reality</p> <ul style="list-style-type: none"> • Appear unaware of the value of encouraging and rewarding employees for performance improvement and excellence. <p>Improvements needed</p> <ul style="list-style-type: none"> • Need to foster empowering and collaborative work environments. 	<p>Current reality</p> <ul style="list-style-type: none"> • Are concerned more with delivering a good job than knowing the rationale behind the job. • Take pride in their affiliations with employers. <p>Changes sought</p> <ul style="list-style-type: none"> • Need and desire recognition and appreciation for their contributions to the organization. • Seek satisfaction, being part of a family, and fulfillment to be happy to stay with their organizations.
Power distance/hierarchy	<p>Current reality</p> <ul style="list-style-type: none"> • Do not seek ideas or expertise of their direct reports nor encourage them to share openly their thoughts and ideas. • Like the traditional power distance. <p>Improvements needed</p> <ul style="list-style-type: none"> • Change power structure to retain younger Indian workers. 	<p>Current reality</p> <ul style="list-style-type: none"> • Do not question authority. <p>Changes sought</p> <ul style="list-style-type: none"> • Desire by younger employees for an increase in social equality.

communication. In addition, the sample size of 105 is small compared to the number of employees working in the insurance sector in India.

As is true of all surveys, people who elect to answer a survey are somewhat different from those who do not answer the survey. Thus, it is difficult to make wide generalizations about the results. There is also the possibility that without specific definitions provided for terms, participants may have answered the questions differently based on their perceptions.

Directions for Future Research

In the present study, job satisfaction and organizational commitment have been explored as mediating variables between downward communication and propensity to leave. However, the scope of this research study could be further extended to determine if any relationships exist between upward communication, job satisfaction, organizational commitment, or other mediating variables like employee engagement and job performance.

Given that this was the first of its kind of study in the Indian insurance sector, this study can be further extended to other sectors in India.

Appendix A

Model Showing the Relationship of Downward Communication, Job Satisfaction, Commitment, and Employees' Propensity to Leave

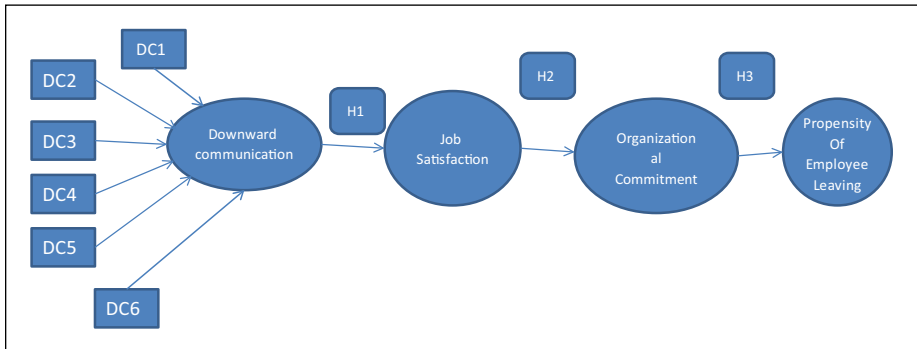


Figure 1. Relationship of Downward Communication, Job Satisfaction, Commitment, and Employees' Propensity to Leave.

Appendix B

Questionnaires on Various Variables Used

Questionnaire on Downward Communication

Statement Number	Statement	Strongly Agree (SA)	Agree (A)	Indifferent	Disagree (D)	Strongly Disagree (SD)
1.	Appropriate job instructions are given to the team members.					
2.	Through communication, the members in the team know what is expected out of their jobs.					
3.	Occasionally we find it difficult to understand job instructions.					
4.	There are occasions when the team members got confused with their job instructions.					
5.	Job instructions are precise and clear.					
6.	The team members are kept informed about the importance of their contribution.					
7.	Project requirements are met by explaining the rationale behind the task.					
8.	The role of every team member is equally important for organizational functioning.					
9.	The more a team member understands his/her job the easier it is to achieve goals/targets.					
10.	Communication helps in understanding "what and why" a job is being done.					
11.	Appropriate performance feedback is communicated to the team members.					
12.	Knowledge of performance level helps improve skills.					

(continued)

Appendix B (continued)

Statement Number	Statement	Strongly Agree (SA)	Agree (A)	Indifferent	Disagree (D)	Strongly Disagree (SD)
13.	Suggestions help in improving task performance.					
14.	Feedback enhances the quality of performance.					
15.	Performance appraisals keep the team members on target.					
16.	Multiple channels of communication (written, circulars, notice boards, verbal simultaneously) increase the chances of the communication being received.					
17.	Using various channels reduces the ambiguity of information.					
18.	Communicating through various channels facilitates accuracy.					
19.	Multiple communication channels occasionally cause confusion.					
20.	Repeated message signifies importance.					
21.	Important communications are repeated to ensure accuracy.					
22.	Repeated messages are intended to ensure that it is correctly received and understood.					
23.	When message is not clear formal channels of communication are bypassed.					
24.	Sometimes bypassing formal communication channels saves time.					
25.	Direct communication is always more effective.					
26.	Bypassing formal communication channels causes confusion about "who is the real boss."					

Questionnaire on Job Satisfaction

Each statement describes your satisfaction level with your job. Please indicate the extent of your agreement/disagreement.

Statement Number	Statement	Strongly Agree (SA)	Agree (A)	Indifferent	Disagree (D)	Strongly Disagree (SD)
1.	I feel fairly well satisfied with my present line of work.					
2.	I feel a great sense of satisfaction from my line of work.					
3.	All things considered (i.e., pay, promotion, supervisors, coworkers, etc.), how satisfied are you with your present line of work?					

Questionnaire on Organizational Commitment

Each statement describes your involvement with your organization. Please indicate the extent of your agreement/disagreement.

Statement Number	Statement	Strongly Agree (SA)	Agree (A)	Indifferent	Disagree (D)	Strongly Disagree (SD)
1.	I would be very happy to spend the rest of my career with this organization.					
2.	I really feel as if this organization's problems are my own.					
3.	I do not feel like "part of the family" in my organization.					
4.	I do not feel "emotionally attached" to this organization.					
5.	This organization has a great deal of personal meaning (importance) for me.					
6.	I do not feel a strong sense of belonging to my organization.					

Questionnaire on Employees' Propensity to Leave an Organization

Each statement describes your propensity to leave your job. Please indicate the extent of your agreement/disagreement.

Statement Number	Statement	Strongly Agree (SA)	Agree (A)	Indifferent	Disagree (D)	Strongly Disagree (SD)
1.	I frequently think of quitting my job.					
2.	I am planning to search for a new job during the next 12 months.					
3.	If I have my own way, I will be working for this organization one year from now.					

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