

Impact of Supervisory Communication Skills on Employee Job Satisfaction: A Case Study on KIA Motors

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Abstract

Communication within an organization plays a very crucial role in motivating the employees in order to achieve their personal as well as company goals. Hence communication skills are very important especially between the supervisors and the team members in order to improve their job performance and also for the organization success. This study was conducted to show the impact of effective supervisory communication skills on employee satisfaction in an automobile company named KIA MOTORS in Dubai. A survey was conducted with 20 employees working full-time with the company and four interviews were made face to face which included both supervisors and subordinates. The survey indicated that verbal and written responses given by the supervisors created a much more positive impact on employee job satisfaction compared to immediate responses such as emails, messages etc. The results indicated that supervisors' communication skills had a positive correlation with job satisfaction. Supervisory Communication Skills also include feedback clarity and also interpersonal communication skills. Specifically, overall 66.67 % of the employees who took part in the survey agreed that supervisory communication contributed to their job satisfaction. However this study is subject to limitations in terms of the size of data collected (number of employees) and unit of analysis (only one company). Hence we cannot generalize our findings to other industries but a similar study done with larger number of employees from different companies will provide a better picture regarding the impact of supervisory communication on job satisfaction and will help us perhaps reduce the barriers of effective communication if any. **Keywords:** motivation, job satisfaction, communication, supervisory communication method, communication skill, workplace communication

1. Introduction

Communication is vital to all functions of organizations and the main key to cultivation of an efficient working environment is through coordinated communication. Communication satisfaction with methods adopted by supervisors has a major influence on job satisfaction and the extent of the quality and consistency of communication methods reiterates its importance. Accordingly, job satisfaction is an independent variable that could be determined by many factors and one of the most important issues that lead to positive or negative effects are those of effectiveness of supervisory communication styles.

Indeed, the relationship between the employees and their direct supervisor is one of the core aspects that would lead to job satisfaction (Dupre and Day, 2007). Communication explains interactions with people in an organization and how each selected tool makes these interactions effective. Studies have shown that supportive and effective supervisor could lead to high job satisfaction (Darby, 2000; Hisam, 1997). According to a study that has done on the Gulf region, expatriates are dissatisfied with their work place supervision and that attributed to a negative impact on their overall job satisfaction (Daher and Al-Salem, 1985).

1.2 Aim of the Study

The aim of this study is to explore how supervisory communication with employees has a direct relationship with job satisfaction in the automobile service setting. Exploring the correlation between the mentioned variables determines whether there are positive or adverse correlations. Results will be analyzed and compared to those of other studies to further identify potential patterns that support established evidence.

1.3 Research Questions

The following research questions will be addressed in this study.

What is the level of job satisfaction among employees as a result of supervisory communication methods?

Is there a relationship between supervisor communication methods and employee job satisfaction at KIA motors?

1.4 Research Hypothesis

There will be a significant and positive relationship between supervisor communication competence and employee job satisfaction.

2. Company Background

About KIA motors – Juma Al Majid Group

Juma Al Majid group was established in 1988 and is mainly involved in many partnership ventures in the middle-eastern region and globally. It is the sole distributor for KIA motors and has a number of showrooms and service centers throughout the UAE. The company's mission is to provide easy accessibility to all potential KIA customers, as well as providing high quality products at great value. This specific organization was selected because it is a well known company worldwide and we could manage consent from the authority to complete our survey. In addition, there were no studies cited on the automobile service industry, which further intrigued to investigate such an issue in that particular setting.

3. Methodology

Primary Data Collection Methods

Participants

The target sample was 25 employees, which is approximately one-third of the organization's sales executives. Sample was targeted solely on job role i.e. being a sales executive that reports to supervisor X and Y. Participants were 24 sales employees (91.6 % male, $n=18$; and 8.3% female, $n=2$) with a range of tenure from 1 to 20 years. Employee ranged in age from 26 to 45 ($M = 35.5$, $SD = 9.5$), whereas supervisors' ages ranged from 30 - 55 ($M = 42.5$, $SD = 12.5$). Participants reported working as sales executives at the KIA automobile showroom on Sheikh Zayed Road, and 10 reported to supervisor X and 10 reported to supervisor Y.

Measures

The sample targeted were those of the same field of work to correlate their job satisfaction as a result of supervisor communication. Sales executives were sent two online surveys via Survey Monkey (Appendix A), and were briefed about the surveys and encouraged to participate during working hours. The questionnaire utilized for the survey was an adapted version of a communication satisfaction scale and job satisfaction scale utilized in a study by Madlock (2008). Madlock adapted this version of the Communication Satisfaction Questionnaire from an earlier study by Downs & Hazen (1977). It is vital to emphasize that all responses to the survey were based on subordinate's perceptions. The analysis of quantitative data will aid in the determination of effectiveness of communication methods utilized at KIA motors.

Additionally, four face to face interviews were conducted with two different hierarchal levels:

Two interviews with two male supervisors

Two interviews with sales executive employees.

The interviews provided qualitative depth as opposed to the quantitative survey primary data collection. The survey focused mainly on effectiveness of communication and job satisfaction aspects, while the interviews focused on the former and supervisory communication methods.

A Likert measure was utilized that indicated that employees were able to select a rating of the degree of agreement or disagreement on a response scale of 1 to 5 points. The main reason for selection of this response system is that it has been used in many researches and proves its reliability and validity as a measurement tool. (Allen et al. 2007)

4. Literature Review – Secondary Data

Effective Communication

Effective communication is essential in organizational culture and relies on a multi-factorial dimension that installs trust, awareness, interpersonal and professional relationships. This in turn leads to a clear structure that employees understand to follow instructions resulting in their job satisfaction. (Barrett, 2006) Hargie et al. stated that for overall success effective communication is a key factor to aggregate successful relationships and organizational success organization. (Lopez 2010). As mentioned previously the multidimensional model of effective communication via supervisors is cultivated by planning, organizing, controlling, training, and directing functions. (Aubrey 2010) Therefore, for communication to be effective several forms of conveying information to subordinates must be adopted such as written, verbal, and nonverbal communication modes. Supervisors must develop these functions to convey their communication patterns to employees with clarity, quality and consistency (Richason, 2012).

Communication Barriers

Understanding barriers to communication is a vital process for effective communication between supervisor and employees. Lawerance et al. (2005) identified the communication barriers such attitudinal, technical, competitive, physical, social and perceptual. These factors result in decreased communication satisfaction, which in turn leads to decreased job satisfaction. When such barriers exist it is highly likely the employee job satisfaction is affected as well as other correlated factors such as employee performance and commitment. (Lopez 2008).

Job Satisfaction

Job satisfaction is multidimensional concept and is considered as an attitude. Madlock (2006) states job

satisfaction occurs as a result of communication satisfaction and direct supervisory communication style.

The mediation of factors resulting in job satisfaction included in many studies, that are correlated to the current study, are communication satisfaction (Lopez 2010) and supervisors' communication styles (Fix & Sias, 2006). Dissatisfaction as a result of a gap and deterioration in effective communication negatively impact job satisfaction from the employees' perspective. Hence, this could lead to misinterpretation of the message intended to be conveyed particularly when it involves non-verbal communication.

Correlation between supervisor communication and job satisfaction

Since there are many studies conducted on communication practices and its positive outcomes on job satisfaction, it is relevant to scrutinize this issue in depth, particularly supervisory communication methods and communication satisfaction. Madlock (2006) focused on which communicative behavior of supervisor affected the most on employees' job satisfaction. The study showed that communication competence had larger effects on subordinates job satisfaction than non-verbal immediacy. Butts et al. (2010) focused on the effects of manager's communication style on employees' job satisfaction by determining management communication style. The result indicated that no specific style was related to job satisfaction. Fix and Sias (2006) emphasized on employees' perception regarding supervisor's use of person centric communication style, the quality of their leader-member relationship and their job satisfaction. Positive result was found between person centric communication, leader-member relationship and job satisfaction. Moreover, the study found that person centric communication is more related to employees' job satisfaction.

Butts et al. (2010) stated that their study will benefit the managers to understand their employees, although this study indicated that there are some difficulties of measuring positive communication between managers and employees', and there is only moderate relation. This in turn suggests that communication competence and person centric communication is really effective and positive on employees' job satisfaction. The purpose of these studies was to examine whether communication of supervisor's create positive or negative impact on employees' job satisfaction. This being said we can see that there are some agreements as well as disagreements on this fact (Madlock 2006; Fix and Sias 2006) While the former two studies indicate that there are positive impact on employees job satisfaction in terms of supervisors communication (communication competence and person centric communication); one study derived the conclusion that there are no specific style of communication which can lead to employees' job satisfaction (Butts et al. 2010)

An earlier factor analytic study has shown there is a correlation between effective communication and job satisfaction. (Downs et al. 1977) This suggests, in order for satisfaction to occur communication satisfaction must be adopted by those of higher hierarchy (Carriere & Borque 2009). Narrowing down the field of observation, it was concluded that supervisor effective communication influenced the level of employee job satisfaction (Pettit et al. 1997).

Kawai stated that managers spend most of their time communicating with their employees mainly by verbal and face to face context. He focused more towards the impact of supervisor- subordinate communication on work outcome and satisfaction. Furthermore, Barrett (2006) elaborated that supervisors communicate constantly throughout the day and it accounts for 70% to 90% of their daily tasks.

Pavan Kumar et al. (2009) examined the relationship between supervisors' communication effectiveness and reported job satisfaction and stated that many communication researchers have scrutinized this relationship and this issue has been published in communication journals. A positive relationship of the former, results in higher quality of performance and an increased job satisfaction of employees. This in turn cultivates better perceived organizational culture and greater effectiveness within the organization. Greater effectiveness and employee job satisfaction leads to better productivity, which ultimately increases customer experience at KIA motors.

Different studies focused on different variable of communication satisfaction in order to determine which among the individual dimensions which leads to overall job satisfaction. While all the previous studies focused on relationship of communication to employee general job satisfaction, none examined its effect on various factors. Openness in supervisor-subordinate communication not only includes openness in sending and receiving messages but is also related to the nonverbal gesture (communicating through eye gaze, etc.) displayed by supervisors' in their interactions with employees. The communication style adopted by the supervisor varies according to their roles. For instance, internal supervisors are more persuasive than external and studies prove that subordinates prefer supervisor who are highly constructive and adopt a lower verbal aggressiveness, which in turn is positively related to employee job satisfaction. (Koermer et al. 1993).

Daniel Michael suggest that high-quality LMX (leader membership exchange) relationships encourage Supportive Supervisor Communication, which in turn creates an overall supportive environment that leads to high job satisfaction and better task performance. Unfortunately, communication is like leadership skills that many supervisors are lacking as stated by Delahoussaye. (2001a, 2001b) From a human resource management point of view, this theory suggests that, if supervisors are provided with good training and are encouraged to use more effective communication methods, organizations may benefit high quality of supervisor-subordinate

relationships and greater employee job satisfaction.

Summing up all the reviews we can say that the authors agreed with the fact that effective communication from supervisor is necessary when it comes to overall job satisfaction of employees'. Most of them supported the verbal communication style as it makes a clear vision of the scenario and facts. Though (Butts et al. 2012) denied the fact, that any particular style of communication can create positive impact on employees' job satisfaction. Lawrance et al. (2005) and (Lopez 2008) identified some of the barriers that decreased effective communication between supervisor and sub ordinates. Results also conclude that employee's job satisfaction was either positively or negatively influenced by the communication style the supervisor utilized. For a good relation to develop between the supervisor and employee, interpersonal relationships also plays a vital role. Furthermore, accuracy of information, desire to interact, trust in superior, influence of superior, and communication satisfaction all led to job satisfaction among of subordinates although none of them proved consistently high job satisfaction. Therefore, the above body of literature is supportive of role of supervisor communication support for the desirable outcome of job satisfaction.

5. Analysis of Primary Data and Key findings

Analysis of Survey 1: Communication Satisfaction and Job Satisfaction

This survey was aimed to investigate the level of organization's communication effectiveness among its employees and their supervisors. All employees were asked to rate their level of satisfaction toward the organization's communication and the effectiveness of their communication's tools. The majority of the responses were positive in terms of the effectiveness of communication's organization as shown in figure 1. Previous research has shown that employees who have supportive relationship with their supervisor tend to have high level of job satisfaction, performance and commitment (McCormack et al.2006; Gagnon and Jodd, 2004). Similarly, Leader Member Exchange (LMX) theory emphasizes the relationship between supervisor and employees.

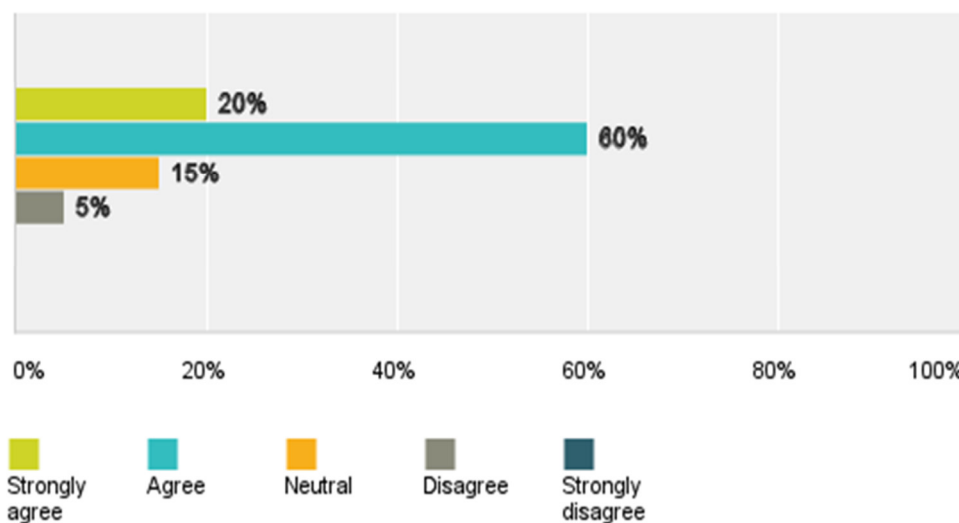


Figure 1: **Communication between employees is accurate and free flowing**

It argues that the level of involvement and the interpersonal relationship between both can affect employees' behavior and attitude and the overall performance and productivity of the organization. This concept was initially conceptualized by Graen and colleagues (Dansereau et al. 1973, Graen 1976, Graen and Cashman 1975) which was cited by Gagnon and Jodd (McCormack et al.2006; Gagnon and Jodd, 2004). As a result, communication enhances the level of involvement and accordingly the level of job satisfaction. Out of 20 employees, 70% of them agreed that organization's communication make them identify with or feel a vital part of an organization in figure 2, which is further supported by LMX theory.

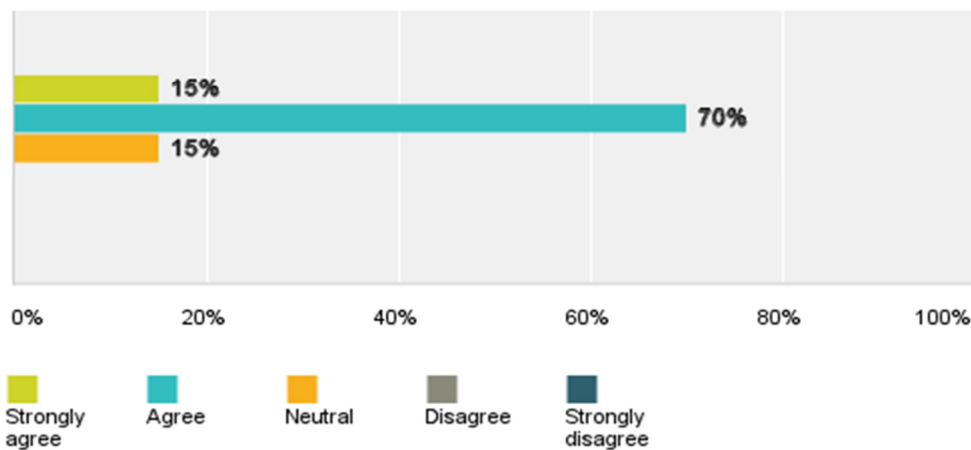


Figure 2: Communication within organization aids employees' sense of value

Additionally, it is believed that interpersonal relationship and the level of personal interaction can be identified through interesting, helpful, and informal communication in an organization depicted by figure 3 stating informal communication is active and accurate. In fact, 60% of KIA motors' employees agreed that communication between employees is accurate and free flowing. 52% of them agreed that organization's communications are interesting and helpful and 42% agreed that informal communication is active and accurate (figures in appendix 3).

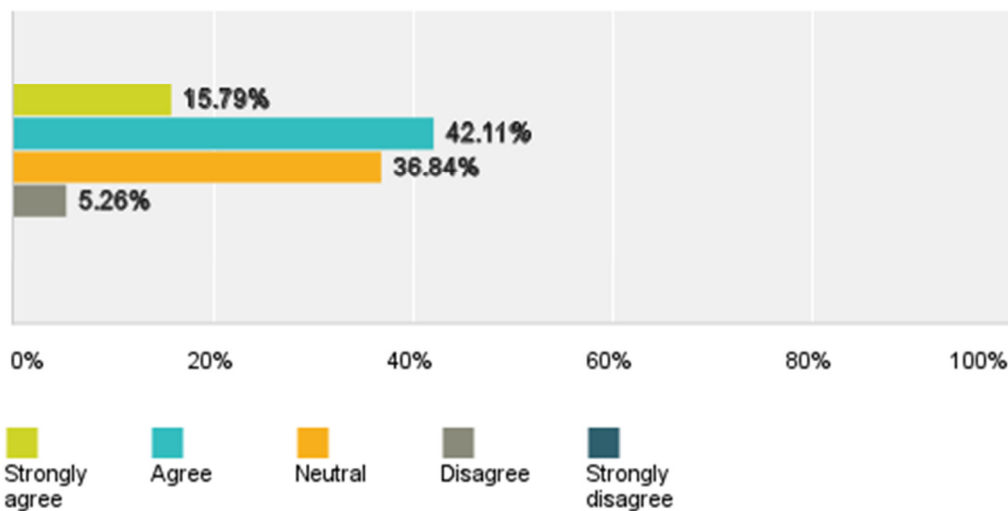


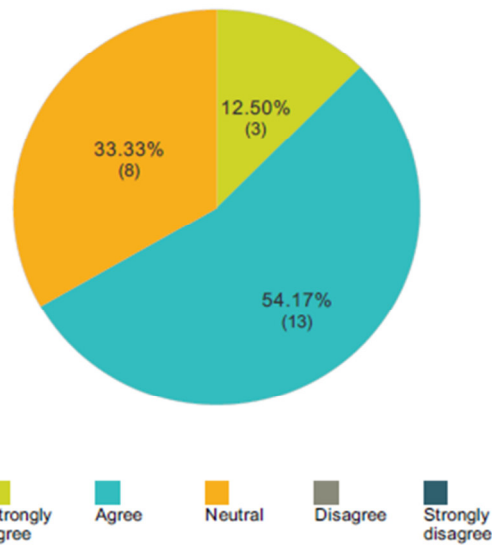
Figure 3: Informal communication is active and accurate

Computer- Mediated Communication (CMC) interactivity model (CMCIM) is a communication model that explains and predicts how interpersonal interactivity enhances communication quality or efficiency in a large group which increases the process satisfaction as conveyed by Lowry et al (2009). This model indicates that the most important component of person-to-person interpersonal interaction is the participation which is part of involvement. Therefore, this model is also supporting that informal communication and interaction among employees in an organization can cause communication satisfaction. It shows how effective communication can be gained through fulfillment of the direction of communication principle and communication efficacy. (Lowry et al 2009) As a result these responses, it can be concluded that there is positive organization communication at KIA motors.

Analysis of Survey 2: Impact of Supervisor Communication and Job Satisfaction

The overall communication from supervisor was clear and effective (figure 4). After analyzing the responses in this survey it was deduced that in terms of supervisors' communication of ideas clearly and effectively 12.5% strongly agreed, 54.17% agreed and 33.3% were neutral i.e. they neither agreed nor disagreed. (figure. 4)

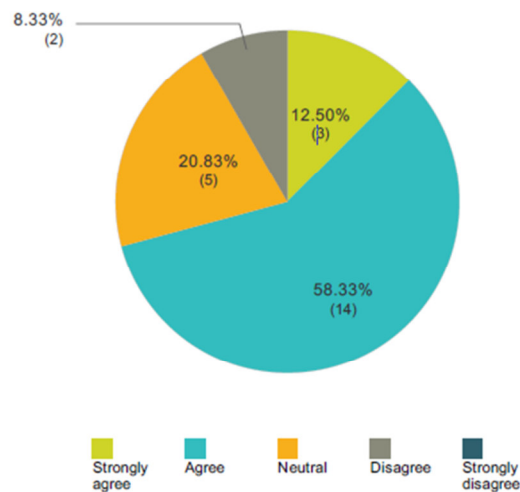
This is supported by Barrett (2006) & Pettit et al. (1997) who revealed that supervisory communication is clear and effective.



Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
12.50%	54.17%	33.33%	0%	0%	24	2.21
3	13	8	0	0		

Figure 4: Supervisor communication of ideas is clear and effective

The overall employee response on supervisors' regular feedback on work related issues was a positive one. (figure. 5) The majority, 58.33% agreed that their supervisor provides constant feedback and this is further supported by studies conducted by Aubrey (2010) and Richason (2012), who describes different communication functions, including feedback clarity and consistency for effective communication.



(no label)	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
	12.50%	58.33%	20.83%	8.33%	0%	24	2.25
	3	14	5	2	0		

Figure 5: Supervisors' constant feedback on work related issues

Figure 6 depicts overall employee satisfaction with supervisory communication styles, which is also supported by the former research studies.

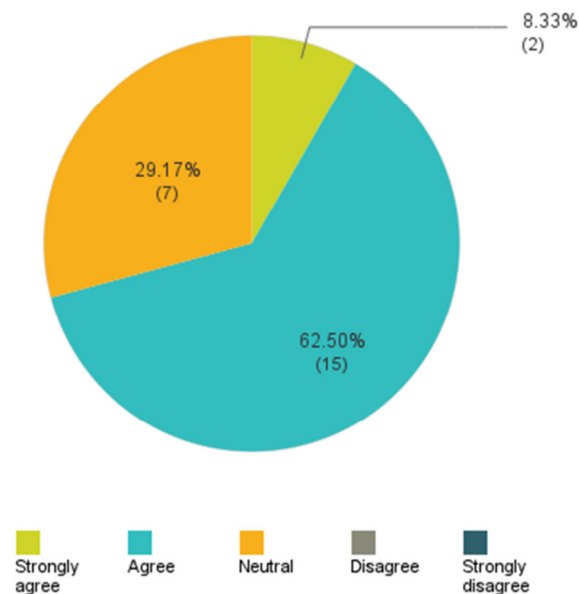


Figure 6: Overall employee satisfaction with supervisory communication styles

Analysis of communication methods both verbal and written styles, it was found that employees disagreed that supervisors' have poor communication methods results showed percentages of 58.33% and 54.17% respectively. (Appendix 3 Survey 2 Q3 and 4) Whereas immediate responses by supervisors to emails, messages, reports, etc. showed a general response of agreement (50%). (Appendix 3 Survey 2 Q5) Positive communication styles was further supported by studies conducted by Kawai and Barrett (2006) that stated that managers spend most of their time communicating with their employees mainly by verbal and face to face context and communicated constantly throughout the day accounting for 70% to 90% of their daily tasks.

Analysis of interviews

Interview analysis with Supervisor X

Based on the interview conducted with Supervisor X (Appendix A), who states that his communication style and support enhance his employees' job satisfaction level. According to the interview the supervisor claims to adopt an open door, direct approach that is mainly verbal and face-to-face communication. He believes this is the most effective way of communicating with the subordinates so that he could convey the exact message and make sure they understand the requirement clearly. He also does state he supports ideas and ensures clarity in his communication style to avoid conflict. He is very flexible, but adopts different communication methods including non-verbal style when conflict arises as well as to express ideas and progress. He states about job satisfaction in regards to his communication style *"I feel they are satisfied because our on-going communication has built a mutual trust and I always encourage them to come to me with any issues they face, even if it is personal"*. Thus, the supervisor's communication style, which is a direct approach, has initiated trust and a comfortable level reinforcing a positive friendly relationship between himself and his subordinates.

Interview analysis with Supervisor Y

Based on the interview, conducted with Supervisor Y, who states that his communication style and support enhances his employees' level of job satisfaction. According to the interview the supervisor claims to adopt a direct approach that is mainly verbal and face to face communication, but also at times when there is overwhelming work pressure, he stated he does communication via email or telephone. He also does states that he supports his employees by conducting training workshops for communication and customer service. He also reported his availability for discussion of issues and the tools he provides: *"I make time to communicate with my employees whenever they need. Also, I give them trainings specifically communication trainings, workshops and customer service workshops."*

As with supervisor X, he is also very flexible, but when issues arise he makes sure to investigate the root source of the problem. He states the following about employees' job satisfaction in relation to his communication style: *"I feel they are satisfied and put their best efforts to perform in their job. My constant feedback makes them satisfied to this extent"*. We can deduce that the supervisor's communication style has increased the level of job satisfaction at KIA motors and positive relationships were formed as a result of effective communication.

Interview with employee reporting to Supervisor X

Based on the interview conducted with one of the sales executives at KIA Motors who reports to Supervisor X,

he states that he is satisfied with his supervisor, in terms of effectiveness, communication style and support. According to the interview conducted the supervisor's communication style adopted is verbal face to face communication, which created a positive impact on job satisfaction. The employee stated the supervisors' communication method: *"He communicates with us in a casual manner, which is effective in my point of view. He's friendly and I can approach him with ease because of his open door policy."* The open door policy and positive re-enforcement of opinions and ideas created a significant high level of comfortable in terms of communication with immediate supervisor. In addition he states that the employees receive information openly with a positive manner. *"I feel more face to face communication is our philosophy at KIA"*.

Interview with employee reporting to Supervisor Y

This report is based on interview conducted with one of the sales executives at KIA Motors who reports to Supervisor Y. She states that her supervisor is friendly and down to earth and his effectiveness in the methods of communication being direct (emails, phones, face to face) has aided to increase employee satisfaction. The support received in terms of communication is strong and according to the interview despite the fluctuation in work conditions the supervisor created a positive impact on job satisfaction and due to this the sales executive stated *"I always say my supervisor is the key of KIA, not the literal key, but the one that provides us with opportunities"*. Overall according to the sales executive she has the necessary tools, effective communication via supervisors' and a good relationship, as she states *"Without their help we cannot achieve what we want"*.

(Figure 7) illustrates the fact that supervisory communication effectiveness in terms of style was agreed upon at KIA motors and had multiple factors that were correlated with employees' job satisfaction



Figure 7: Factors leading to effective communication

Based on the interview with two supervisors and their subordinates we found that employees of KIA Motors are satisfied with the communication style of their superiors. According to superiors their communication style and support help employees to be motivated and increase their job satisfaction, they also think face to face communication is the best way to communicate with their employees and convey their messages to them. According to supervisors their communication level has built trust and comfortable level among employees, which ultimately results in building good relationship between employees and their superiors. At the time of work pressure supervisors generally choose email and telephones to communicate their messages. Generally supervisors conduct training workshop for communication and customer service, according to them if conflict arises they are investigating roots of the problem before taking any action regarding the problem caused.

Whereas subordinates on the other hand also thinks face to face communication are the best mode to discuss on any issue and also it create a positive impact on job satisfaction. Basically employees are very much comfortable and satisfied with open door policy in their company, according to them within this policy

supervisors communicate in a casual manner and are very friendly with their employees. According to the employees they have been provided with all the necessary tools for effective communication in their company, also they think without the support of their supervisors they cannot achieve what they want with their job.

6. Limitations

This research had some supportive results of the hypothesis, however there were some limitations that need to be considered. Firstly, the primary data collection was obtained in one country (UAE, Dubai) and targeted one specific branch. This implies results could not be generalized, as sample size and diversity of in terms of nationalities, gender, and age groups was not part of the inclusion criteria. Despite the fact that the inclusion criteria was based on role within the organization i.e. either sales executives for those taking the survey and supervisors for those interviewed, we could not select the age, gender, job tasks and tenure duration as part of the inclusion criteria. The former is a limitation due to organization size, time span for completion of the study and the fact that supporting secondary data research was not as specific as we would have liked them to be. Secondly, the primary data was based on supervisors' and employees' opinion and evaluation of their own situation that can be varied from one personality to another. Thirdly, although the communication satisfaction scale was adopted the supporting evidence of utilization of such a survey was no prevalent, as more research was required in the field. Finally, there is no doubt that the absence of the mentioned limitations could have made the outcome of this study more accurate and with an increased time span for further research these limitations could have been eliminated.

7. Recommendations

There are various recommendations that would develop this study:

- Future research would benefit from deeper examination of supervisors' relationships that arise as a result of communication practices.
- A more in depth analysis of the modes of communication would benefit to support evidence found in the current study.
- Investigation of relations of supervisors' and employees' diversity in terms of nationalities and how this could contribute to communication barriers would be an interesting addition to the study.
- Investigating communication barriers and how they can be resolved could also support this study.
- Another prospective that could further be elaborated on is that of communication satisfaction and these factors can be built upon to enhance supervisory communication style.
- In future a larger more diverse sample should be utilized to attain more accurate result.
- Since the effect of supervisory communication was investigated it was the only variable focused on that influenced job satisfaction. Job satisfaction being a multifactorial variable is not solely affected by communication and further research using the global multi facet measure would highlight other factors.
- To be more specific on the study conducted different communication characteristics should be identified and the possible effects on the job satisfaction.
- Future studies to evaluate the positive and negative impacts of supervisory communication on the organizational behavioral and research on innovative tools to utilize in work environment could help organization and senior supervisors to develop their internal strategy to attain higher success rate with better and healthier working environment.

8. Conclusion

In our study we have examined how effective communication leads to job satisfaction. Here communication is the independent variable and job satisfaction is the dependent variable.

The overall findings of our study provide evidence for the great effect of supervisory communication on job satisfaction. The study shows that the level of interaction, the right amount of information regarding work or the organization and feedback have a huge impact on the level of job satisfaction. Generally, it is proved that there is a relationship between communication and job satisfaction.

Through primary data, it was shown that communication plays a vital role in motivating employees and helping them in achieving their goals. Argenti (2009) claims that if employees are involved in decision making this will make them have a sense of belonging which in result lead to more satisfied and committed employees.

While this study has been conducted only in one city, future research could widen the measures and the sample to validate this study. Removing the various barriers in communication are very necessary to have a positive attitude towards communication for both managers and subordinates. Job satisfaction is heavily rely on communication and whether supervisors use the right communication style or not that will absolutely affect the level of job satisfaction in the organization.

It is the hope that the "space" between importance of communication and performance will be closed in the nearest future. Failure in supervisory communication will affect organization badly, as the perception of

employees has much impact on the organization's future success.

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Appendix 1: Surveys

The impact of supervisor's communication on job satisfaction				
1. You have a high level of interaction with your supervisor.				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Your supervisor communicates his/her ideas clearly and effectively.				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Your supervisor is difficult to understand when he or she speaks to you				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Your supervisor is difficult to understand when communicating in written form.				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Your supervisor usually responds to messages quickly (emails, memos, phone calls, reports, etc)				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Your supervisor is knowledgeable and tackles conflict in an effective manner				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Your supervisor gives you feedback about your work on a regular basis				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Overall, you are satisfied with your supervisor communication style				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I do feel language could be a barrier to communicate effectively with your supervisor if he is of different nationality.				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I am highly satisfied with my job in relation to my supervisor's effective communication and support				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The correlation between Communication satisfaction and Job satisfaction

Communication Satisfaction

This survey is aimed to measure the communication styles at KIA Motors's organization and the correlation between Communication satisfaction and Job satisfaction.

1. Our organization's communication make me identify with it or feel a vital part of it.

Strongly agree Agree Neutral Disagree Strongly disagree

2. Our Organization's communications are interesting and helpful.

Strongly agree Agree Neutral Disagree Strongly disagree

3. I receive on time the information needed to do my Job

Strongly agree Agree Neutral Disagree Strongly disagree

4. Conflicts are handled appropriately through proper communication Channels.

Strongly agree Agree Neutral Disagree Strongly disagree

5. Communication between employees is accurate and free flowing.

Strongly agree Agree Neutral Disagree Strongly disagree

6. Informal communication is active and accurate.

Strongly agree Agree Neutral Disagree Strongly disagree

7. The amount of communication in our organization is effective.

Strongly agree Agree Neutral Disagree Strongly disagree

8. The attitudes toward communication in the organization are basically healthy.

Strongly agree Agree Neutral Disagree Strongly disagree

9. Written directives and reports are clear

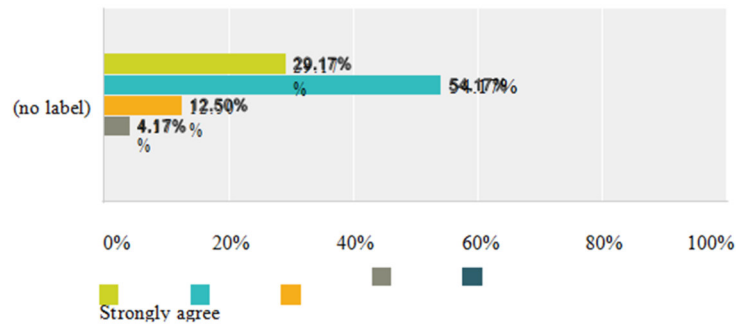
Strongly agree Agree Neutral Disagree Strongly disagree

10. My work group is well matched.

Strongly agree Agree Neutral Disagree Strongly disagree

The impact of supervisor's communication on job satisfaction
 Q1 You have a high level of interaction with your supervisor.

Answered: 24
 Skipped: 0

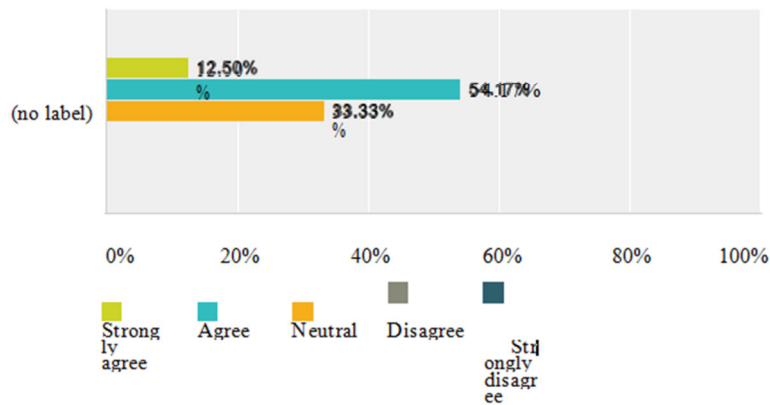


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	29.17% 7	54.17% 13	12.50% 3	4.17% 1	0% 0	24	1.92

The impact of supervisor's communication on job satisfaction

Q2 Your supervisor communicates his/her ideas clearly and effectively.

Answered: 24
 Skipped: 0

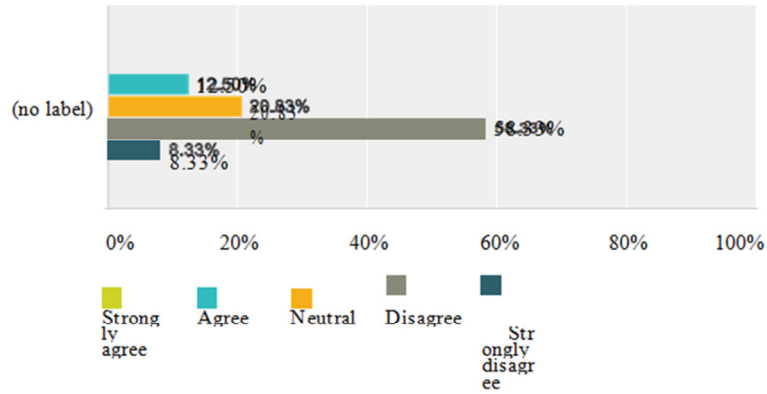


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	12.50% 3	54.17% 13	33.33% 8	0% 0	0% 0	24	2.21

The impact of supervisor's communication on job satisfaction

Q3 Your supervisor is difficult to understand when he or she speaks to you

Answered: 24
 Skipped: 0

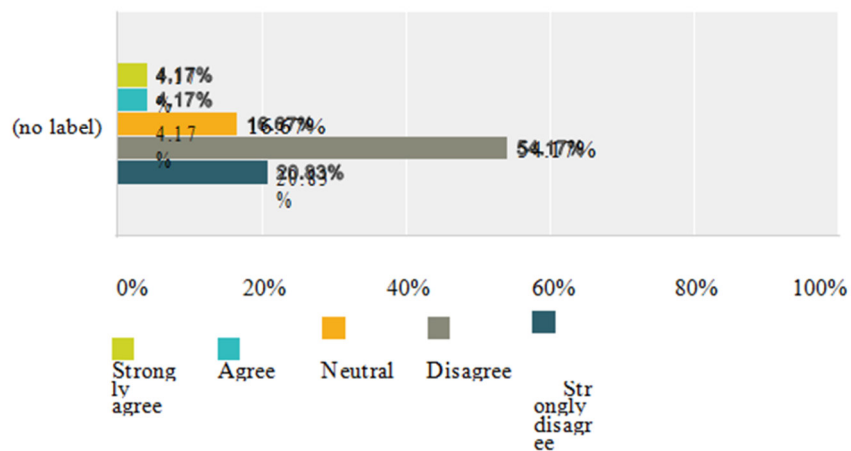


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	0%	12.50%	20.83%	58.33%	8.33%	24	3.63
	0	3	5	14	2		

The impact of supervisor's communication on job satisfaction

Q4 Your supervisor is difficult to understand when communicating in written form.

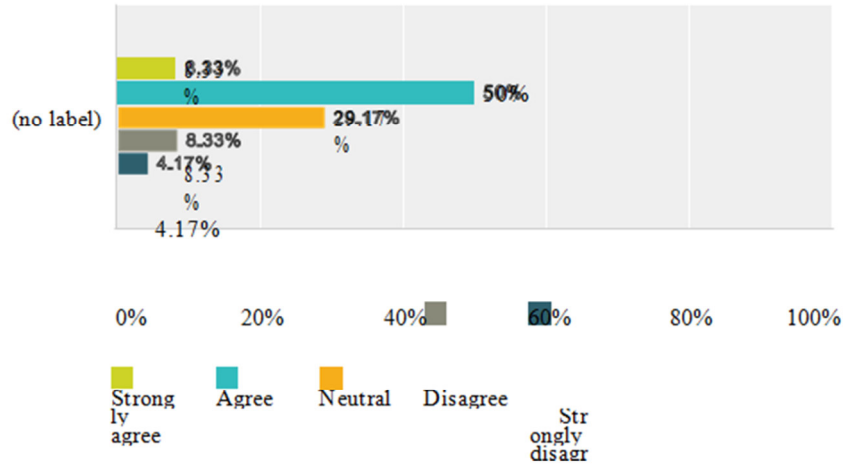
Answered: 24
 Skipped: 0



	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	4.17%	4.17%	16.67%	54.17%	20.83%	24	3.83
	1	1	4	13	5		

The impact of supervisor's communication on job satisfaction
Q5 Your supervisor usually responds to messages quickly
 (emails, memos, phone calls, reports, etc)

Answered: 24
 Skipped: 0

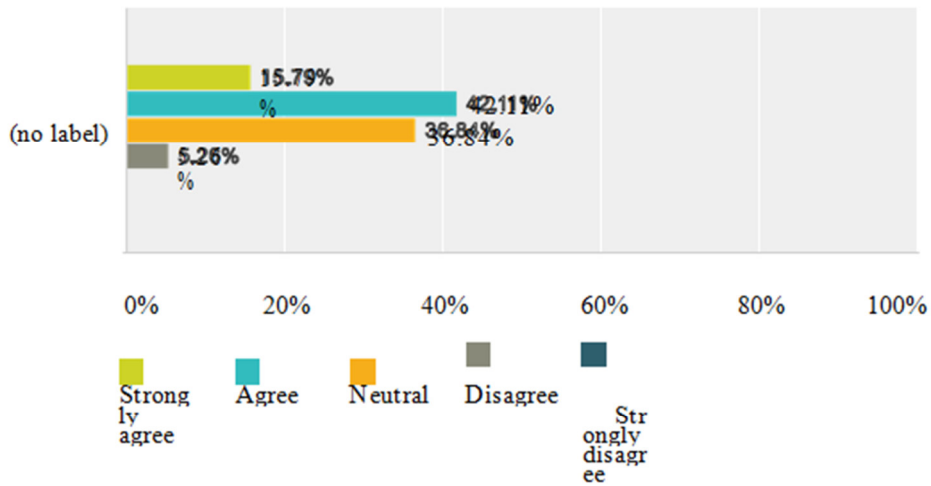


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	10%	60%	20%	10%	0%	20	2.30
	2	12	4	2	0		

The correlation between Communication satisfaction and Job satisfaction

Q6 Informal communication is active and accurate.

Answered: 19
 Skipped: 1

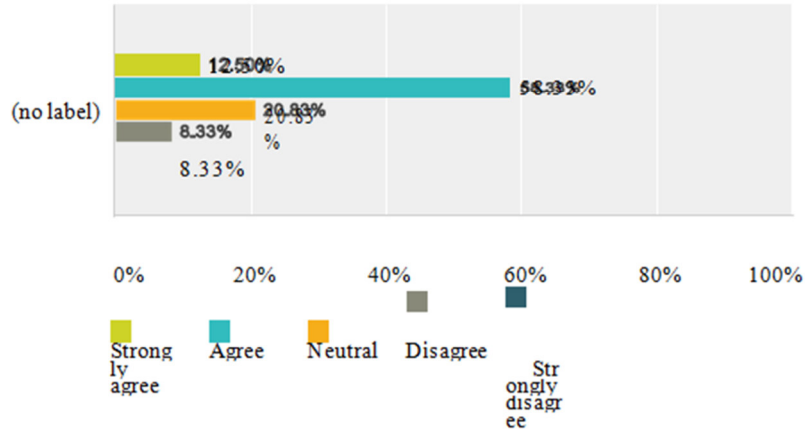


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	15.79%	42.11%	36.84%	5.26%	0%	19	2.32
	3	8	7	1	0		

The correlation between Communication satisfaction and Job satisfaction

Q7 Your supervisor gives you feedback about your work on a regular basis

Answered: 24
 Skipped: 0

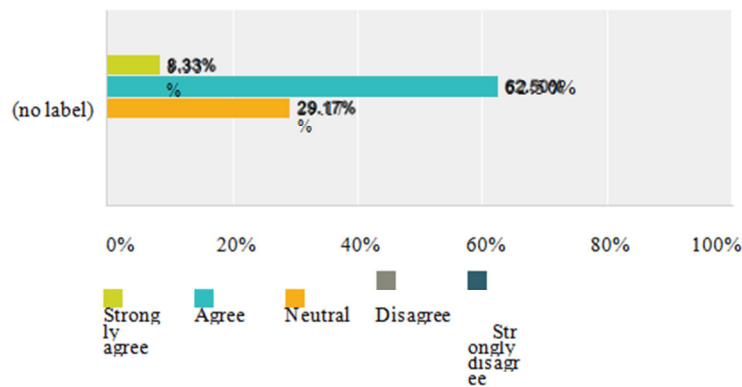


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	12.50% 3	58.33% 14	20.83% 5	8.33% 2	0% 0	24	2.25

The correlation between Communication satisfaction and Job satisfaction

Q8 Overall, you are satisfied with your supervisor communication style

Answered: 24
 Skipped: 0

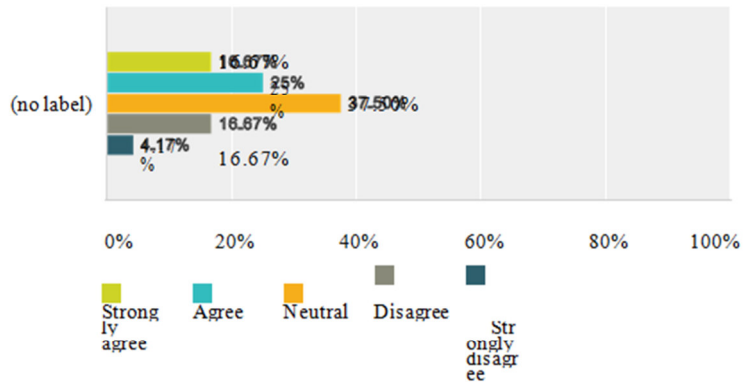


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	8.33% 2	62.50% 15	29.17% 7	0% 0	0% 0	24	2.21

The impact of supervisor's communication on job satisfaction

Q9 I do feel language could be a barrier to communicate effectively with your supervisor if he is of different nationality.

Answered: 24
 Skipped: 0

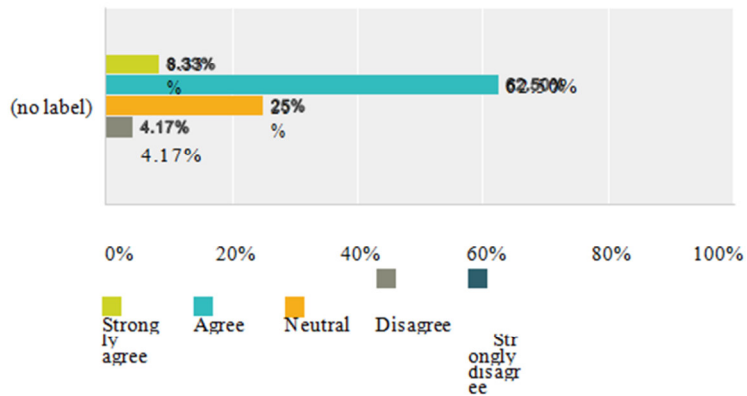


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	16.67% 4	25% 6	37.50% 9	16.67% 4	4.17% 1	24	2.67

The impact of supervisor's communication on job satisfaction

Q10 I am highly satisfied with my job in relation to my supervisor's effective communication and support

Answered: 24
 Skipped: 0

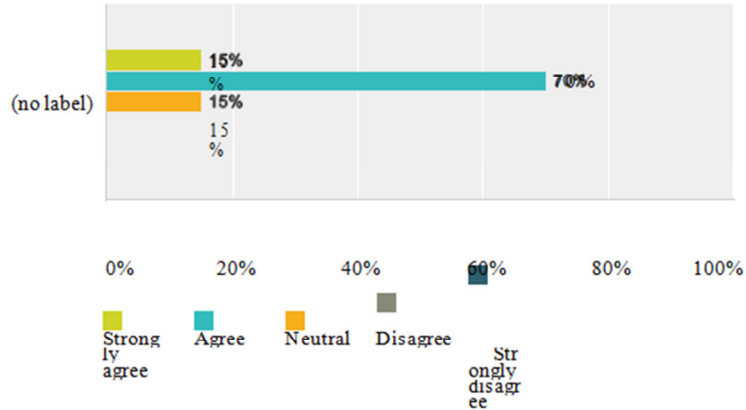


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	8.33% 2	62.50% 15	25% 6	4.17% 1	0% 0	24	2.25

The correlation between Communication satisfaction and Job satisfaction

Q1 Our organization's communication make me identify with it or feel a vital part of it.

Answered: 20
 Skipped: 0

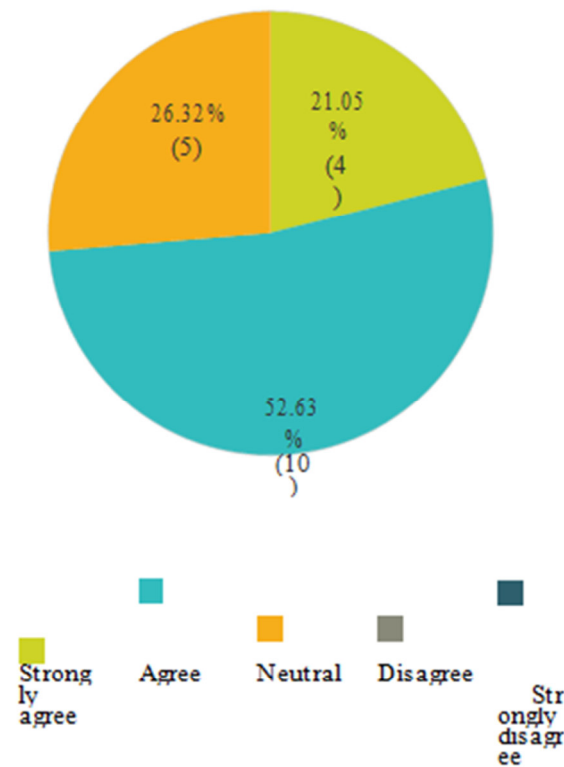


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	15% 3	70% 14	15% 3	0% 0	0% 0	20	2.00

The correlation between Communication satisfaction and Job satisfaction

Q2 Our Organization's communications are interesting and helpful.

Answered: 19
 Skipped: 1

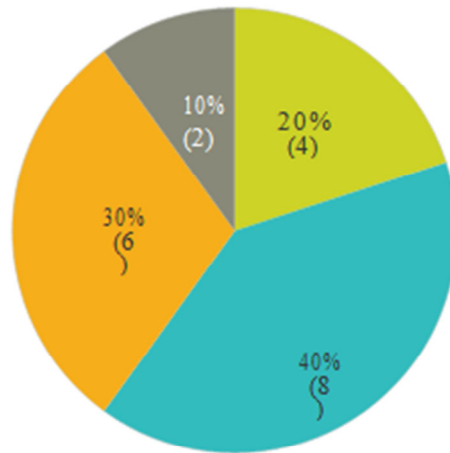


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	21.05% 4	52.63% 10	26.32% 5	0% 0	0% 0	19	2.05

The correlation between Communication satisfaction and Job satisfaction

Q3 I receive on time the information needed to do my Job

Answered: 20
 Skipped: 0

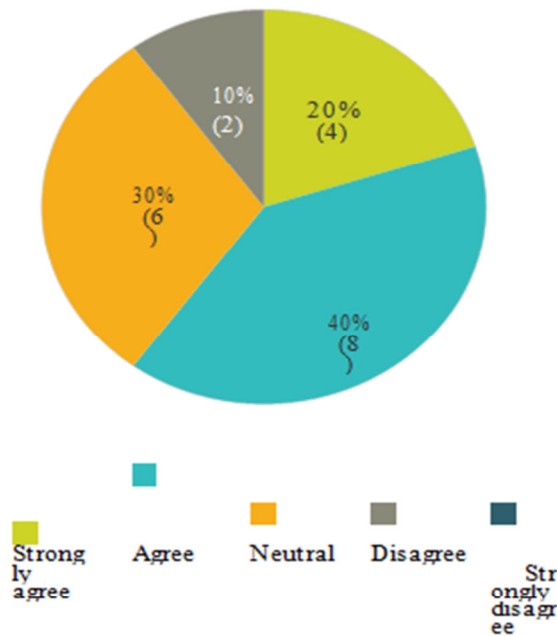


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	20%	40%	30%	10%	0%	20	2.30
	4	8	6	2	0		

The correlation between Communication satisfaction and Job satisfaction

Q4 Conflicts are handled appropriately through proper communication Channels.

Answered: 20
 Skipped: 0

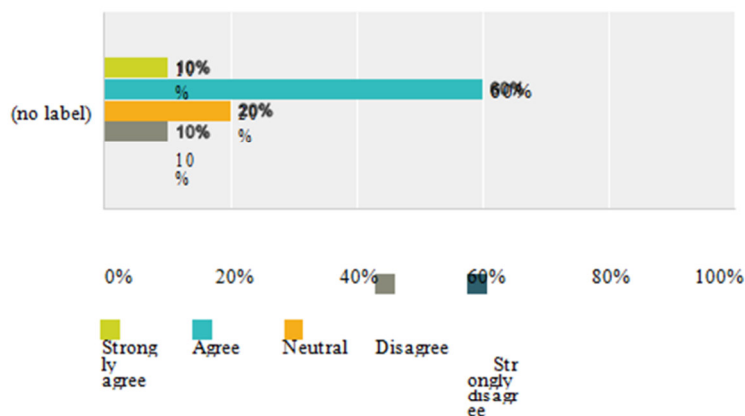


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	20%	40%	30%	10%	0%	20	2.30
	4	8	6	2	0		

The correlation between Communication satisfaction and Job satisfaction

Q5 Communication between employees is accurate and free flowing.

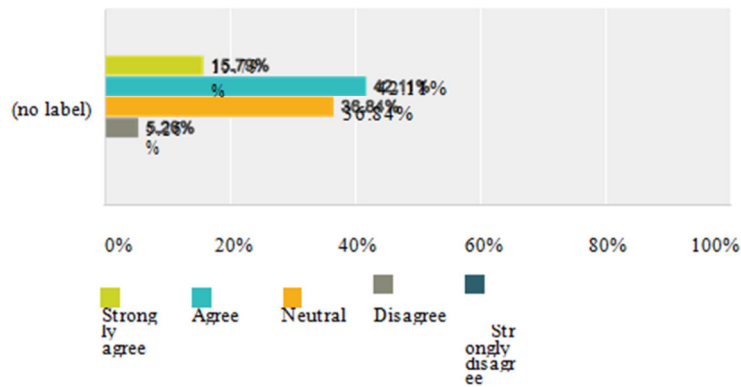
Answered: 20
 Skipped: 0



	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	10%	60%	20%	10%	0%	20	2.30
	2	12	4	2	0		

The correlation between Communication satisfaction and Job satisfaction
Q6 Informal communication is active and accurate.

Answered: 19
 Skipped: 1

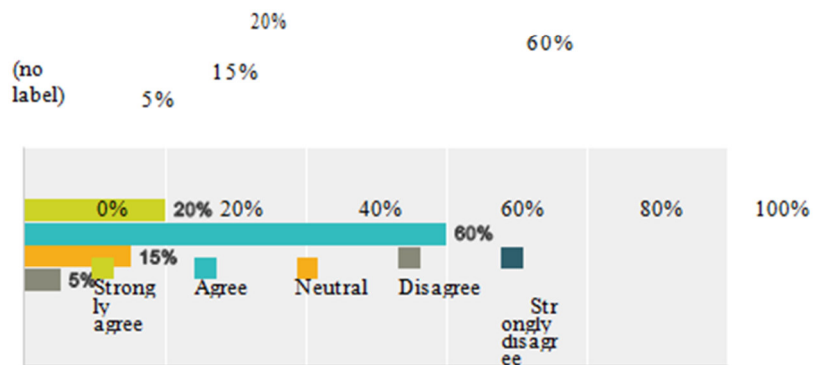


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	15.79% 3	42.11% 8	36.84% 7	5.26% 1	0% 0	19	2.32

The correlation between Communication satisfaction and Job satisfaction

Q7 The amount of communication in our organization is effective.

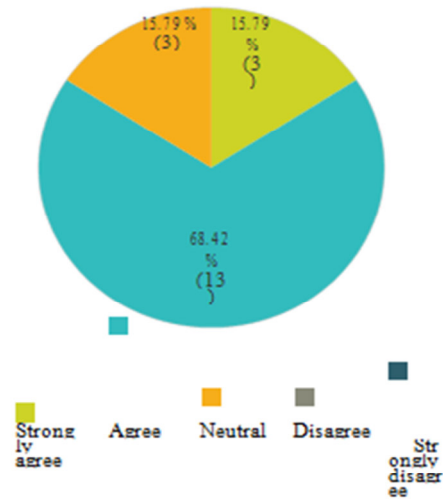
Answered: 20
 Skipped: 0



The correlation between Communication satisfaction and Job satisfaction

Q8 The attitudes toward communication in the organization are basically healthy.

Answered: 19
 Skipped: 1

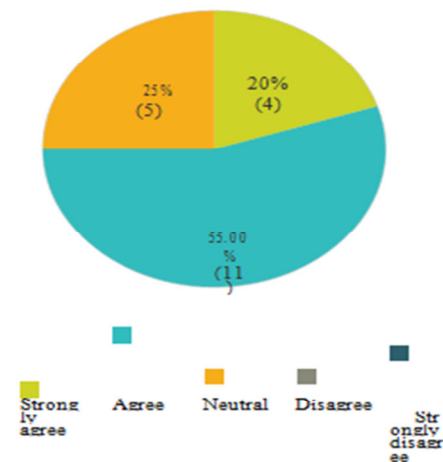


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	15.79% 3	68.42% 13	15.79% 3	0% 0	0% 0	19	2.00

The correlation between Communication satisfaction and Job satisfaction

Q9 Written directives and reports are clear

Answered: 20
 Skipped: 0

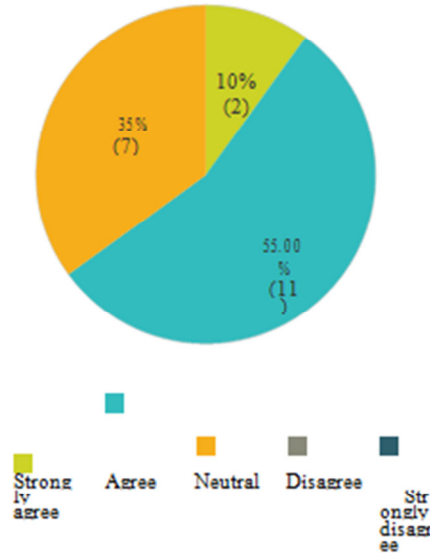


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	20% 4	55.00% 11	25% 5	0% 0	0% 0	20	2.05

The correlation between Communication satisfaction and Job satisfaction

Q10 My work group is well matched.

Answered: 20
 Skipped: 0



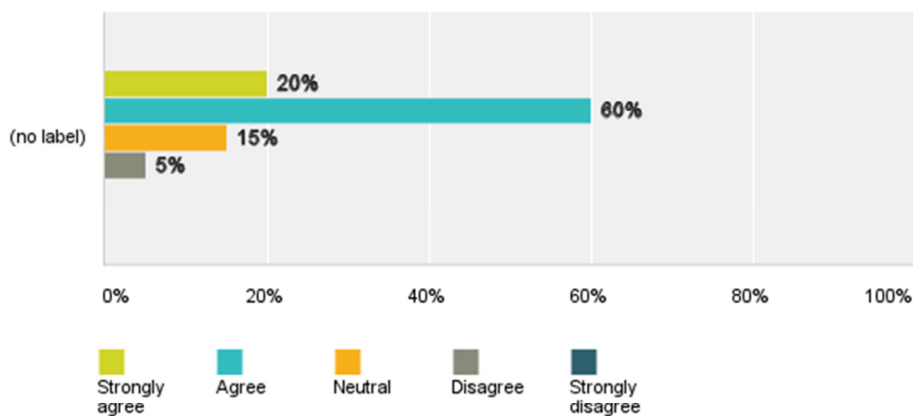
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Average Rating
(no label)	10%	55.00%	35%	0%	0%	20	2.25
	2	11	7	0	0		

Appendix 2: Results

The second survey was aimed to figure out the level of organization's communication among its employees and their supervisors. All employees were asked to rate their level of satisfaction toward the organization's communication and the effectiveness of their communication's tools. The majority of the responses were positive in terms of the effectiveness of communication's organization as it is shown in chart 1 (Q7). Previous research has shown that employees who have supportive relationship with their supervisor tend to have high level of job satisfaction, performance and commitment (McCormack et al.2006; Gagnon and Jodd, 2004). Similarly, Leader Member Exchange (LMX) theory emphasizes the relationship between supervisor and employees.

Q7 The amount of communication in our organization is effective.

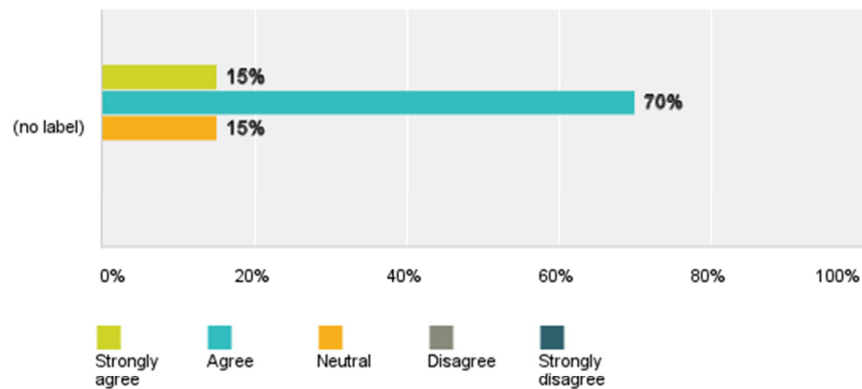
Answered: 20 Skipped: 0



It argues that the he level of involvement and the interpersonal relationship between both can affect employees' behavior and attitude and the overall performance and productivity of the organization. This concept was initially conceptualized by Graen and col- leagues (Dansereau et al. 1973, Graen 1976, Graen and Cashman 1975) which was analyzed by Gagnon and Jodd(McCormack et al.2006; Gagnon and Jodd, 2004). As a result, communication enhances the level of involvement and accordingly the level of job satisfaction. Out of 20 employees, 70% of the them agreed that organization's communication make them identify with or feel a vital part of an organization in Chart 2 (Q 1) which supporting LMX theory.

Q1 Our organization's communication make me identify with it or feel a vital part of it.

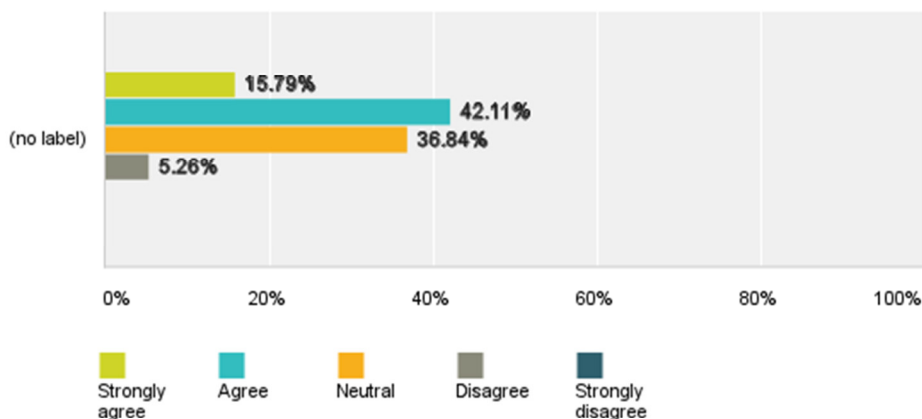
Answered: 20 Skipped: 0



Additionally, it is believed that interpersonal relationship and the level of personal interaction can be identified through interesting, helpful, and informal communication in an organization in chart 3 (Q6). In fact, 60% of KIA motors' employees agreed that communication between employees is accurate and free flowing. 52% of them agreed that organization's communications are interesting and helpful and 42% agreed that informal communication is active and accurate (charts shown in Appendix).

Q6 Informal communication is active and accurate.

Answered: 19 Skipped: 1



Computer- Mediated Communication (CMC) interactivity model (CMCIM) is a communication model that explains and predicts how interpersonal interactivity enhances communication quality or efficiency in a large group which increases the process satisfaction Lowry, P, Romano Jr., N, Jenkins, J, & Guthrie, R (2009). This model indicates that the most important component of person-to-person interpersonal interaction is the

participation which is part of involvement. Therefore, this model is also supporting that informal communication and interaction among employees in an organization can cause communication satisfaction. It shows how effective communication can be gained through fulfillment of the direction of communication principle and communication efficacy Lowry, P, Romano Jr., N, Jenkins, J, & Guthrie, R (2009). An over view of these results, it examines a positive organization's communication at KIA motors

Appendix 3: Interviews

Supervisor X Interview

Topic: Supervisory communication style and its direct effect on employees job satisfaction

Designation: Supervisor X

Education level: Bachelor Degree

Job duration at Kia motors: 4 years

Gender: Male

Age: 47

Question1. How often do you meet with your employee?

Answer: Daily, but these are unofficial meetings, just if they have any issues. We usually have official meetings on a weekly basis where we discuss sales progress, demonstrations and upcoming training sessions and so on.

Question2. How often do you communicate with your employees?

Answer: Communication is on-going face to face wherein we discuss about any requirements and resolve issues together as a team. I always see to it that they receive the information clearly.

Question3. What methods of communication will you use to enhance the level of job satisfaction?

Answer: I make sure I explain my point of view and reinforce my ideas clearly so that there are no misunderstandings. I also make sure I listen to their needs and make sure to guide them so that work is done in the right manner. I think this makes my employees satisfied.

Question4. How flexible you are with your employee in terms of mistakes, personal situations, absences, lateness, etc. and what form of communication do you use for corrective measures?

Answer: I am very flexible. My view is as long as the work is done they can use any way they want to complete it. But, for someone who is always late or with unacceptable behavior without a valid excuse then, firstly, I would warn them verbally by telephone or face to face. If they keep up this wrong behavior then, the next step would be an email and then a warning letter.

Question5. Have you ever had an argument between yourself and an employee due to lack of communication? If so, explain the scenario?

Answer: So far no major issues have happened. Maybe, once an employee was late and didn't call and he called two hours after his working hours started to inform he wasn't coming. I'm usually very calm and this wasn't really an argument because of my communication. About my communication, I feel it is effective enough so that there is no conflict.

Question 6: How important is the way your employee perceived your communication?

Answer: This is very important as they should feel that I am approachable and I maintain a friendly relationship with all my employees. I hope they see it that way.

Question 7: As a result of your communication style, how satisfied do you feel your employees' are with their jobs?

Answer: I feel they are satisfied because our on-going communication has built a mutual trust and I always encourage them to come to me with any issues they face, even if it is personal

Supervisor Y Interview

Topic: Supervisory communication style and its direct effect on employees job satisfaction

Designation: Supervisor Y

Education level: Bachelor Degree

Tenure at Kia motors: 7 years

Gender: Male

Age: 52

Question1. How often do you meet with your employee?

Answer: We have meetings weekly, but of course I see them every day.

Question2. How often do you communicate with your employees?

Answer: Very often. I see them daily so we are always talking face to face, but sometimes if there is a lot of pressure at work I email or call them. Unless it's an issue that cannot be solved over the phone or by email then I ask them to schedule a meeting.

Question3. What methods of communication will you use to enhance the level of job satisfaction?

Answer: As I mentioned, I make time to communicate with my employees whenever they need. Also, I give them trainings specifically communication trainings, workshops and customer service workshops. I feel all

this increases their job satisfaction.

Question4. How flexible you are with your employee in terms of mistakes, personal situations, absentees, lateness, etc. and what form of communication do you use for corrective measures?

Answer: I am very flexible. I usually deal with everyone as per his career history and performance to compare and determine if they are making mistakes constantly.

Question5. Have you ever had an argument between yourself and an employee due to lack of communication? If so, explain the scenario?

Answer: Honestly so far there haven't been any arguments. But if there are, I schedule a meeting and find out what the reason is exactly try to find whether it is internal or external factors. I will also try to improve their skills and I usually give a few chances to see if they are improving.

Question 6: How important is the way your employee perceived your communication?

Answer: I am quite friendly and open to all my employees. There are so many ways to communicate with each other and I am never harsh on them. We work as a team and support each other.

Question 7: As a result of your communication style, how satisfied do you feel your employees' are with their jobs?

Answer: I feel they are satisfied and put in their best efforts to perform in their job. My constant feedback makes them satisfied to this extent.

Employee Reporting to Supervisor X Interview

Topic: Supervisory communication style and its direct effect on employees job satisfaction

Designation: Sales Executive.

Education level: Bachelor Degree

Job duration in Kia motors: 1 year 10 months.

Gender: Male

Age: 36

Reporting to: Supervisor X

Question1. How often you meet your supervisor?

Answer: On a daily basis. We discuss about issues in an informal way. But if you meant meetings, then we have one every fortnight. But we always have ongoing discussions daily as I said.

Question2. How often do you get the needed support from your supervisor?

Answer: Whenever I need the supervisor he is there to give support fully.

Question3. If you impose an idea or voice your opinion for change, do you feel your ideas are respected by your supervisor?

Answer: Yes, I feel ideas are respected by my supervisor. Implementation is not guaranteed, because there are some functions in the organization and codes of conduct that cannot be change. But if it's a really good idea my supervisor receives it in a positive manner and tries to implement it.

Question4. Whenever required, do you get direct communication with your supervisor?

Answer: Yes, always. If there is an issue regarding anything, I always receive direct communication from him.

Question5. Do you feel you have right equipment to enable you to communicate effectively? (e.g. telephone, fax and internet)?

Answer: Yes, I feel we have right equipment for effective communication, but only within the office. When I am outside the office and need to get work done I feel we should have a Blackberry work phone, so that we could effectively communicate with others even when we are outside from the office.

Question6. Do you feel information is shared and communicated freely within this organization and explain how so? (e.g. bulletins, circulars and orders)

Answer: Yes, we receive information openly with a positive manner and I feel more face to face communication is our philosophy at KIA.

Question 7: Can you give an example of how your supervisor communicates with you effectively?

Answer: He communicates with us in a casual manner, which is effective in my point of view. He's friendly and I can approach him with ease because of his open door policy.

Question 8: Are you satisfied with his style of communication?

Answer: Definitely. His style as I said is casual and he takes the time to meet and talk about issues we face at work.

Question 9: Finally, do you feel that your supervisor's communication style has a positive effect on your job satisfaction?

Answer: Yes, I think so. The way he communicates with us is comforting and casual, which helps me to understand my work and responsibility better. So I'm very satisfied with that.

Employee Reporting to Supervisor Y Interview

Topic: Supervisory communication style and its direct effect on employees job satisfaction

Designation: Sales Executive.

Education level: Bachelor Degree

Job duration at Kia motors: 1 year 2 months.

Gender: Female

Age: 30

Reporting to: Supervisor Y

Question1. How often you meet your supervisor?

Answer: Daily and we have weekly meetings his office.

Question2. How often do you get the needed support from your supervisor?

Answer: Actually without support of supervisor, the showroom will not function. In this kind of industry, support by my supervisor is very important. We have a lot of customers from different nationalities and it's very important to handle them professionally, but sometimes we have complaints and the supervisor supports as fully in these cases

Question3. If you impose an idea or voice your opinion for change, do you feel your ideas are respected by your supervisor?

Answer: Actually this is the very good part of our job. If you're performance is high and you have an idea, possible they will implement it in future if the idea is good.

Question4. Whenever required, do you get direct communication with your supervisor?

Answer: Yes, he always communicates directly and even by phone and emails.

Question5. Do you feel you have right equipment to enable you to communicate effectively? (e.g. telephone, fax and internet)?

Answer: Yes, they provide everything. For example support documents, emails, office phones. We also have the care specification prices and brochures as soft and hard copy forms.

Question6. Do you feel information is shared and communicated freely within this organization and explain how so? (e.g. bulletins, circulars and orders)

Answer: Yes, that's why everything is running so smoothly. All the information is shared to us and also supervisors advise us and give us updates on everything happening in the company.

Question 7: Can you give an example of how your supervisor communicates with you effectively?

Answer: The supervisor communicates with staff in a friendly casual way. If there is any problem for example a delay in shipment he communicates with the staff and others to solve this. I feel without their help we cannot achieve what we want.

Question 8: Are you satisfied with his style of communication?

Answer: Yes, he is a very modest person and he communicates very openly on all issues and always takes the time to listen and suggest good solutions to any problem.

Question 9: Finally, do you feel that your supervisor's communication style has a positive effect on your job satisfaction?

Answer: There are a lot of ups and downs as in any company, but this kind of support and being with your supervisor helps a lot, without them you cannot achieve what you want. I always say my supervisor is the key of KIA, not the literal key, but the one that provides us with opportunities.