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Effective Communication System at Workplace

Sonargaon University-Dhaka

Effective Communication System at Workplace

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ABSTRACT

Communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other. Communication is the process of sharing ideas, information, and messages with others in a particular time and place. Communication includes writing and talking, as well as nonverbal communication, visual communication, and electronic communication.

The purpose of this study was to discover whether or not there was a communication gap between the supervisors and the customer service representatives and/or unit leaders within the organization, ETC. The data was collected from the customer service representatives and/or unit leaders through the use of a multiple-choice single answer survey. The survey was distributed via face-to-face (drop-off-survey). Eighty-seven percent of the surveys were returned to the researcher. Although once rumored that there was a lack of communication within the organization, the result of the research was quite the opposite. The majority of the participants straddled the fence when asked about the overall satisfaction of communication within the organization. They thought that their supervisors communicated well. And like other organizations, they usually received most of their information through the grapevine.

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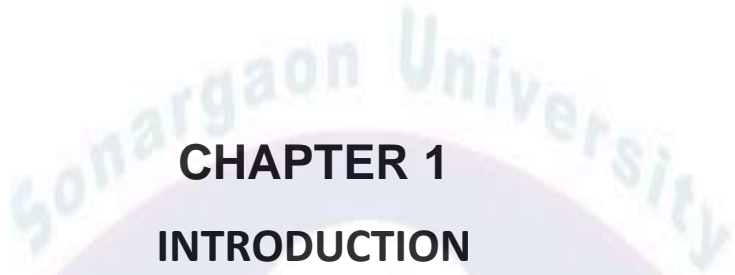
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CHAPTER 1

INTRODUCTION

Communication plays a fundamental role in our daily lives. Communication is the process of sharing or sending data, information, messages, orders at a particular time and place. Communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other. We are human beings and we live in society. Communication is a glue that holds society together. The ability to communicate helps us to form or build new personal relationships and maintain old relationships. The quality of human relationship depends on the caliber of communication between the parties.

Communication involves –

- What You Say?
- How You say it?
- How they Hear It?

In communication timing matters.

• What is Workplace Communication?

Workplace communication is the process of exchanging information between team members or with others working in any organization in both verbal and non-verbal, within an organization. It includes e-mails, text messages, notes, calls, etc. Effective communication is critical in getting the job done, as well as building a sense of trust and increasing the productivity of employees. There are many means of communication. To be an effective and valuable member of your workplace you must become skilled in all the different appropriate methods of communication. Effective workplace

communication ensures that organizational objectives are achieved. Workplace communication is tremendously important to organizations because it increases productivity and efficiency. Ineffective workplace communication leads to communication gaps between employees, which causes confusion, wastes time, and reduces productivity. Misunderstandings that cause friction between people can be avoided by communicating effectively. For communication to occur it must pass from a sender to a receiver. This must occur irrespective of the form of communication. For communication to be effective it must be understood by the receiver and can be responded to. This means that communication involves speaking, reading, listening, and reasoning skills. As communications pass from the source to the receiver there is plenty of opportunity for its original meaning to change. Therefore listening, reasoning and feedback is an important part of the process as it is an opportunity for the sender to make sure the receiver has understood the message. The other consideration is the "noise" associated with the communication – what else is happening, what are the distractions, the baggage etc. Noise can have a big impact on the message the receiver decodes. Effective Communication is defined as the ability to convey information to another effectively and efficiently.

Business managers with good verbal, nonverbal, and written communication skills help facilitate the sharing of information between people within a company for its commercial benefit.

• What Is Effective Workplace Communication?

Effective workplace communication helps employees to form good and efficient teams. Employee job satisfaction, Employees feel more valued when they can have upward communication with everyone in the organization even with the boss or head of the

department. This type of communication is when information flows upward where bosses or managers listen to their employees and respond with feedback.

How to Communicate in the Workplace:

Communication in the workplace should occur in a way that responds positively to individual differences. Consider the following:

• Value all individuals and treat them with respect, courtesy and sensitivity.

• Recognize cultural differences.

• Communicate in a way to develop and maintain positive relationships, trust and confidence.

• Make an effort to use basic strategies to overcome communication barriers.

The way that you communicate impacts your ability to get along with people and get the things that you want/need done. Communication, whether verbal, written, or visual can be expressed in positive and negative ways. Individuals need to take feedback from how others interpret or perceive how they are communicating. Sometimes we can be perceived as aggressive even though it is not intended. When verbally communicating:

• Speak clearly and listen carefully to ensure information is understood.

• Ask questions and confirm the meaning of information to avoid misunderstandings.

• Let others talk – a conversation is a two-way event at a minimum.

• Engage in difficult conversations when necessary – not saying something to avoid a difficult conversation usually makes things worse.

• Ensure the tone you use is open and non-confrontational and encourage feedback.

When communicating through email (or other written communication):

• Always read, then re-read an email before sending to check spelling, grammar, and tone.

• Ensure that the content of the email is relevant and has an appropriate subject heading.

• Ensure that contact details are appended to the email so that those reading it can contact the sender if required.

• Be polite, concise, use valid points, and avoid lengthy ramblings.

• Don't cc the email to anyone to whom it is not relevant.

• Avoid using email to discuss confidential information. The workplace is always a professional environment. This means that each type of written communication has an expected professional standard. Some of the basic expectations are that all written communication:

• Is simple and easy to understand.

• Is to the point and avoids unnecessary repetition or sentence "sprawl" (Long rambling sentences).

• Avoids too many technical terms.

• Avoids slang, offensive language, and discriminatory, racist, or sexist language.

How to Communicate with Clients & Customers:

A client or customer is someone you provide a service to, complete a task for, or sell a product to outside of your organization. You must be polite and use verbal and non-verbal communication to respond to the client or customer requests in an appropriate manner. Miscommunication can occur in many ways and create significant problems in the workplace. What your client or customer "hears" as they listen to you can become a miscommunication based on:

• The words you are speaking being misinterpreted.

• Your body language sends a message that is different from your words.

• They are not listening to you properly or you are not listening to them properly. Here are some tips to help you communicate effectively with clients and customers:

• Speak clearly and accurately - speak at a rate your customer can understand you and provide correct information.

• Be open and non-judgmental - have an open posture; do not judge the way your customer is dressed or presents himself or herself.

• Be respectful of your customers' feelings - be professional and be aware of the words you use.

• Use the customer's name - this makes them feel special and valued.

• Unlearn your bad habits - be aware of your behavior, always be self-assessing.

• Be aware of non-verbal messages - make sure you are displaying positive and appropriate body language at all times.

• Be interested in people - take a genuine interest in the customer's needs. This will build rapport and trust.

• Ask questions and be open to feedback – ask your customers open-ended questions (not yes/no questions) to find out what they are looking for.

Why is Effective Communication Important?

Effective communication in the workplace is imperative in a leadership role. An age-old aphorism goes, "It's not what you say, but how you say it." Good communication is what separates a poor leader from an exceptional one. Having effective communication skills is the key to good leadership. As I have mentioned earlier that effective communication helps the employees to make a better relationship with everyone in the Organization. Effective Communication is defined as the ability to convey information to another effectively and efficiently.

Business managers with good verbal, nonverbal, and written communication skills help facilitate the sharing of information

between people within a company for its commercial benefit.

1. <mark>Effective communication at the workplace improves productivity</mark>.

2. <mark>Effective communication at Workplace can increase employee job satisfaction</mark>.

3. <mark>Effective communication at Workplace can have a positive effect on absenteeism and turnover rates</mark>.

We've all been there, leaving a meeting having no idea what to do next. And you might have thought you were the only one. When teams fail to communicate effectively, the results are detrimental to the business. Research by US firm Gartner shows a whopping 70% of business mistakes are due to poor communication. This statistic proves just how critical communication is to job training and why more emphasis should be put on clear instructions and conversations to prevent mistakes from happening within the workplace.

Surprisingly enough, statistics show that 57% of employees report not being given clear directions, and 69% of managers report feeling uncomfortable communicating with the employees in general. These statistics indicate the need to improve communication in the workplace. And yet the art of communication at work is somewhat of a mystery to certain people. Effective communication in the workplace is an integral element of a business's success; it enhances relationships within the company and with clients, and it increases employee engagement and the overall effectiveness of a team. How to Communicate in the Workplace Communication in the workplace should occur in a way that responds positively to individual differences.

Consider the following:

• Value all individuals and treat them with respect, courtesy and sensitivity.

• Recognize cultural differences.

• Communicate in a way to develop and maintain positive relationships, trust and confidence.

• Make an effort to use basic strategies to overcome communication barriers.

The way that you communicate impacts your ability to get along with people and get the things that you want/need done. Communication, whether verbal, written, or visual can be expressed in positive and negative ways. Individuals need to take feedback from how others interpret or perceive how they are communicating. Sometimes we can be perceived as aggressive even though it is not intended.

There are some other ways to communicate more effectively within the workplace and those are:

Open Meeting, Emails, One on One, create a receptive Atmosphere, Communicating Via Training, Use Simpler words, using visuals, Listen To team members, acting out message, using body language, appropriate tone of voice, Presentation, Being Humorous, Avoiding Mumbling, Gesticulate.

Importance Of the study

In this world, we live with people. People whom we know and don't know. But there are people whom we need every day to communicate with us for both personal and professional reasons. We live in a world filled with other people. We live together, work together, and play together. In our personal lives, we need each other for security, comfort, friendship, and love. In our working environment, we need each other to achieve our goals and objectives.

None of these goals can be achieved without communication. Communication is the basic thread that ties us together. Through communication, we make known our needs, our wants, our ideas, and our feelings. The better we are at communication, the more effective we are at achieving our hopes and dreams.

Based upon conversations among the customer service representatives, this study is important because there appears to be a lack of communication within the organization. Some of the representatives feel as though the supervisors have daily meetings, but no information is shared regarding the company changes and/or procedures.

When there is an internal communication gap it becomes difficult for anyone to effectively achieve goals. The customer service representative and/or unit leaders' main responsibility is to relay information to the customers with whom the organization serves. If changes are not shared with the employees then they may risk the chance of giving the customers incorrect information. There will also be inconsistencies among the representatives when handling telephone and/or written inquiries. Research has shown that effective lateral and workgroup communication leads to an improvement in overall company performance. It has also been discovered that employees who were graded as highest in production had received the most effective communication from their superiors. For example, Gertrude works in engineering, and her prototypes of toys receive accolades. She is an effective communicator about her designs and how they will be played with in real life by kids. Besides, she receives specific guidance from her superiors, allowing her to create designs quickly and efficiently.

PURPOSE OF THE STUDY

The purpose of the study is to determine if there is any communication problem between the employees in the particular organization, to determine whether or not there is an internal communication gap that exists between the customer service representatives and unit leaders, and the supervisors. If inside any organization there remains any internal communication gap, it becomes hard for them to effectively achieve the goal for the teams or the organization. So, for effective achievements, all we need is an effective communication system. The objectives of the study were:

1. Determine the subject's perception of their immediate supervisor's level of communication.

2. Discover whether there is or not an internal communication gap between supervisors and the customer service representative and the customer service provider and unit leaders and others.

3. Identify how the employees usually receive the most of their information.

DEFINITION OF TERMS

Sender -somebody or something that sends or transmits something. To establish yourself as an effective communicator, you must first establish credibility. In the business arena, this involves displaying knowledge of the subject, the audience, and the context in which the message is delivered. You must also know your audience (individuals or groups to which you are delivering your message). Failure to understand who you are communicating to will result in delivering messages that are misunderstood.

Message -a communication in speech, writing, or signals Written, oral and nonverbal communications are affected by the sender's tone, method of organization, the validity of the argument, what is communicated and what is left out, as well as your style of communicating. Messages also have intellectual and emotional components, with intellect allowing us the ability to reason and emotion allowing us to present motivational appeals, ultimately changing minds and actions.

Channel - a course or a means of communication or expression Messages are conveyed through channels, with verbal including face-to-face meetings, telephone and videoconferencing; and written including letters, emails, memos, and reports.

Receiver - These messages are delivered to an audience. No doubt, you have in mind the actions or reactions you hope our message prompts from this audience. Keep in mind, your audience also enters into the communication process with ideas and feelings that will undoubtedly influence their understanding. Your audience will provide you with feedback, verbal and nonverbal reactions to your communicated message. Pay close

attention to this feedback as it is crucial to ensuring the audience understood your message.

Context -the words or phrases or passages that come before and after a particular word or passage in a speech or piece of writing and help to explain its full meaning. The situation in which your message is delivered is the context. This may include the surrounding environment or broader culture, corporate culture, international cultures, etc.

Customer Service Representative- works in an inbound call center, usually communicates through written or verbal correspondence.

Supervisor -Someone who direct and inspect the work, actions, or performance of: oversee.

Unit Leader - assist the supervisor in answering any question that the customer service representative may have regarding written and verbal correspondence.

Feedback-comments in the form of opinions about the reactions to something intended to provide useful information for future decisions and development. A literature review was completed to determine the importance of internal communication.

Individual feedback: Feedback that focuses on a particular individual in a group. For example, is an individual in the group knowledgeable? Does he or she have the skills helpful to this group? What attitudes does he or she have toward the group as they work together to accomplish their tasks? Is the individual able to plan and organize within a schedule that contributes to the group's goal attainment?

Group feedback: Feedback that focuses on how well the group is performing. Like the questions raised at the individual feedback level, similar questions are asked for the group. Do team members within the group have adequate knowledge to complete a task? Have they developed a communication network to facilitate their objectives?

Relational feedback: Feedback that provides information about interpersonal dynamics within a group. This level of feedback emphasizes how a group gets along while working together. It is effective when it is combined with the descriptive and prescriptive forms of feedback.

Task or procedural feedback: Feedback at this level involves issues of effectiveness and appropriateness. Specific issues that relate to task feedback include the quantity or quality of a group's output.

Prescriptive feedback: Feedback that provides advice about how one should behave or communicate.

Descriptive feedback: Feedback that identifies or describes how a person communicates.

Evaluative feedback: Feedback that provides an assessment of the person who communicates.

CHAPTER 2
REVIEW OF LITERATURE

Communication, the heart of business, is the most important of all entrepreneurial skills. The destiny of the business depends on the quality of your relationships. In every society, humans have developed spoken and written language as a means of sharing messages and meanings. The most common form of daily communication is interpersonal- that is, face-to-face, at the same time, and in the same place. Communication barriers can pop-up at every stage of the communication process (which consists of sender, message, channel, receiver, feedback, and context) and have the potential to create misunderstanding and confusion. To be an effective communicator and to get your point across without misunderstanding and confusion, your goal should be to lessen the frequency of these barriers at each stage of this process with clear, concise, accurate, well-planned communications.

Internal communication is more important today than in previous years partly because the business and market conditions are more complex. There is a lot of information in the marketplace and employees must understand it. The development of a strategic internal communication strategy and its implementation can provide several benefits to organizations, such as keeping employees motivated and engaged, and sharing clear, consistent messages with employees promptly. Internal communications do not need to be extensive to be useful. The important factor appears to be a continuous flow of information, even if all the answers are not in yet-simply report progress. Think of your employees as public speakers for the business, because they are. Whether they are talking with customers or their neighbors at home, they are conveying a picture of the company and how it is doing. The more they are informed, the better they can represent the company in the broader community.

 Personal relationship is what organizations are all about -or should be. An organization, whatever its size, mission, or motive is merely a collection of people assembled to

pursue a common objective. An organization functions through its people, who in turn function through communication.

Employees have their sources, their information system, separate from the management channels. These usually carry the news ahead of communications from management. Not that the employee network is flawless. That system transmits information indiscriminately. Fragments. Rumors. Gossip. It may not always operate in the best interests of the organization, but it does provide a check-point when management fantasies are disguised as information. Furthermore, it enables employees to participate in the communication process, and it fills their need for information that at least seems to come from a credible source: another employee.

Employees, like all people, require outlets for their thoughts and feelings. And they find them. So, don't arbitrarily assume that the relative absence of employee complaints is a positive sign. Employees may be expressing themselves through other channels: meetings with fellow employees, union representatives, government agents; or through passive-aggressive behavior such as work slowdowns, carelessness, tardiness, absenteeism, and apathy. These can be symptoms that employees feel other means of participation are unavailable to them.

The skill of listening becomes extremely important when we talk about "upward communication." There are many avenues through which management can send messages downward through a business organization, but there are few avenues for the movement of information in the upward direction.

Skilled communicators can build rapport with coworkers and business associates, which can help move projects along more efficiently. They know whose expertise to tap when they need assistance and are adept at resolving conflicts and building consensus

among team members. One's effectiveness in employing the attributes of leadership and the strengths of a company is enhanced by one's aptitude for communication. When leaders and managers are better understood and appreciated, they are followed and supported.

Many popular theories on workplace communication focus on the differences between men and women, suggesting that the sexual divide causes communication to break down. Women are seen as being more empathetic and oblique than men. Other variables that cause people to mix their messages include differences in age, culture, and socioeconomic background. Some tips to help managers bridge any communication gap were:

1) Listen actively for the subtext of people's words.

 2) Persuade rather than command.

3) Target your words to your audience.

 4) React to content, not to people's manner of expressing themselves.

 5) Let people know that criticism is welcome.

 6) Make your intentions clear before acting.

7) Assume that people take responsibility for what they say.

 Unclear communication not only results in errors and missed deadlines, but also lies at the root of many other serious workplace issues, such as low employee morale and poor job performance. Managers should invest the necessary time to ensure that project goals and instructions are free of ambiguity and foster an environment that encourages the open exchange of ideas.

By successfully getting your message across, you convey your thoughts and ideas effectively. When not successful, the thoughts and ideas that you convey do not necessarily reflect your own, causing a communications breakdown and creating roadblocks that stand in the way of your goals-both personally and professionally.

Getting your message across is paramount to progressing. To do this, you must understand what your message is, what audience you are sending it to and how it will be perceived. You must also weigh-in the circumstances surrounding your communications, such as situational and cultural context.

Consistent inattention to communication, its functions and malfunctions, hampers the efficiency and profitability of our organizations and stifles the development of those who inhabit them. As long as we ignore, rationalize, or deny our failures as communicators, for that long will we shrink from responsibility rather than grow toward our intellectual, emotional, and contributive potential.

In the workplace, supervisors and their employees have opportunities to develop non-threatening, mutually rewarding relationships. These can be quite conducive to individual and corporate health. They are akin to what in our personal life we call meaningful relationships. Supervisors who attain such relationships with employees are said to practice " positive human relations." True. But it's done through communication.

CHAPTER 03

METHODOLOGY OF PROCEDURES

Research and Design

To determine if there was any communication gap inside the organization, a quantitative

research methodology was used. A multiple-choice single answered survey was

distributed to the customer service representatives. A survey can be a powerful tool to

improve communication between different parts of an organization. Surveys are

especially useful for establishing upward communication links from lower-level
employees to management.

Population

The survey was distributed to unit leaders, management, and customer service

representative. In the survey, some participants were experienced for more

than five years and they were instructed properly. The participants involved included

males and females. A total number of 97 surveys were completed as they were

instructed properly through a face-to-face conversation that their participation was

voluntary and the answers which they chose would remain confidential, with the

exception of the final results from all the participants. The participants involved included

males and females with 6 weeks to 16 years of experience within the department. A

total of 111 surveys were distributed.

Sample

The research was conducted within a garments company situated in Narayanganj. The company has an estimated 400 customer service representatives, 30-unit leaders, and 37 supervisors which are located in three separate buildings (building A, B, and C). The research was completed in Building B. Within Building B, the customer service department is divided into 10 units. Each unit has one supervisor and one unit leader. The total amount of customer service representatives in each unit ranges from 13-17 employees. The customer service department is in a call center environment. The supervisors report to the manager. The customer service representatives are non-exempt union employees.

Instrumentation

Some questions were revised to meet the objectives of the research. The survey consisted of ten multiple choices single answer questions and one open-ended question. The participants were asked single answer questions to discover whether or not there was an internal communication gap between supervisors and the customer service representatives and/or unit leaders within the call center, to determine the subject's perception of their immediate supervisors' level of communication and to identifier how employees usually receive most of their information. The survey was distributed to the employees by the researcher via face-to-face contact (drop-off-survey). The drop-off survey combines features of face-to-face interviews with mail surveys. In this case, surveyors go door-to-door, personally delivering questionnaires to individual households or businesses. Respondents complete the questionnaires on their own and then either return them by mail or keep them for the surveyors to collect. The researcher chose face-to-face contact because it allowed the participants to ask questions and to have a visual picture of whom and where to return the surveys. The

participants were asked to complete the survey and return it to the researcher no later than Thursday of the same week. The researcher requested that the customer service representatives indicate "NP (not participating)" at the top of the survey if they chose not to participate.

DATA COLLECTING AND RECORDING

It was requested that the participants return the survey via face-to-face. Eighty-seven percent of the surveys were completed. No one chose to indicate "NP" at the top of the survey. The surveys that were received were turned over and placed in a binder; periodically the surveys were shuffled to maintain the confidentiality of the participants. The surveys were given a number, then divided into the number of years in which the participants had been employed within the organization. A Microsoft program, Excel was used to determine the percentage rate of each answer given by the participants.

LIMITATIONS OF THE STUDY

The limitations of this study were that the survey could not be distributed to forty-three

employees. Some of the employees are on the telephone for seven hours a day and

have to meet their mandatory set goals. Because of this, some employees could not

complete the survey. Also, because the participants work in an office setting there are

usually numerous documents on their desk. The survey was printed on white paper,

therefore, causing the survey to blend in with the other documentation. Other

employees were not available to complete the survey due to absents (vacation,

 personal time, sick, FMLA, etc.) and/or assisting another department on the day the

surveys were distributed.

Chapter 04
ANALYSIS FINDINGS

The present study was designed to determine whether or not there was an internal communication gap that existed between the customer service representatives and/or unit leaders and the supervisors. The three objectives of this study were to:

1) Discover whether or not there was an internal communication gap between supervisors and the customer service representatives and/or unit leaders within the call center.

2) Determine the subject's perception of their immediate supervisors' level of communication.

3) Identify how employees usually receive most of their information.

A survey was hand-delivered to 111 customer service representatives and/or unit leaders who had been employed within organization XYZ for less than a year to sixteen years. A total of ninety-seven surveys was completed and returned to the researcher. The representatives and/or unit leaders responded to questions regarding the communication within their organization. The representatives that responded to the survey are impressively diverse thirty-six percent of the participants were employed for 1 year or less. Fifty- seven percent was employed for two to five years. Five percent employed for ten to fifteen years and one percent for sixteen years. On the contrary, the result suggests that 43% of the representatives and/or unit leaders were neutral regarding the overall satisfaction of communication within this organization. 27 % were satisfied and only 22% indicated that they were dissatisfied. Although the majority of the representatives were neutral, 40% indicated that the organization gave them a limited amount of information. 27 % felt that they were adequately informed and 19% thought the organization kept them fairly well informed. When asked how would you rate your supervisor's communication skills, 2 1 % indicated excellent and 33% marked that their supervisor communicated very good and 25% indicated good. Also, 53% indicated that whenever there was a change within the organization their supervisors inform them

most of the time. A 27% response was given to the supervisors informing them all the time and 18% chose rarely informs me. Like many organizations, the majority (29%) of the representatives indicated that they received most of their information through the grapevine. 19% company email and 16% marked their supervisors. Unfortunately, because some participants chose multiple answers were marked by twenty-seven percent of the respondents; I was unable to get a true percentage of where the representatives received most of their information. The overall result of the survey indicates the complete opposite of the rumors that were overheard. There does not appear to be a lack of communication overall, but possibly a lack of communication from supervisors within a couple of units within the organization.

RESULTS

Table 1

Which best describes your impression of communications within this organization?

Item Response	Frequency	%
Keeps us fully informed	2	2
Keeps us fairly well informed	18	19
Keeps us adequately informed	27	27
Gives us only a limited amount of Information	39	40
Doesn't tell us much at all about what is going on	10	10
Answer was unclear	1	1

N=97

Table 1.2

How do you feel about the information you receive?

Item Response	Frequency	%
I can almost always believe it.	10	10
I can usually believe it	48	48
I can believe it about half the time.	37	37
I usually can't believe it.	2	2

N=97

TABLE 1.3

I have the information I need to do my job.

Item Response	Frequency	%
Strongly Agree	6	6
Agree	48	49
Neutral	29	29
Strongly Disagree	3	3

N=97

TABLE 1.4

How would you rate your supervisor's communication skills?

Item Response	Frequency	%
Excellent	21	21
Very good	32	33
Good	24	25
Fair	13	13
Poor	6	6
Unclear answer	1	1

N=97

Table 1.5

From which of the following sources do you usually receive most of your information?

Item Response	Frequency	%
Grapevine	28	29
Bulletin Board	0	0
Company Newsletter (Intranet)	0	0
My supervisor	16	16
Unit leader	4	4
Group meetings	1	1
Company Programs	4	4
Company emails	18	19
Multiple answers	26	27

N=97

TABLE 1.6

Overall, how satisfied are you with the communications within this organization?

Item Response	Frequency	%
Very satisfied	1	1
Satisfied	26	27
Neutral	43	43
Very dissatisfied	4	4
Unable to identify answer	1	1

N=97

TABLE 1.7

I feel confident that management considers my ideas and/or concerns.

Item Response	Frequency	%
All the time	4	4
Some of the time	25	26
Undecided	42	43
Almost never	20	21
Never	6	6

N=97

TABLE 1.8

Whenever there is a change within the organization, my supervisor

Item Response	Frequency	%
Always inform me	26	27
Inform me most of the time	51	5
Almost never informs me	17	18
Never informs me	2	2
Unable to identify answer	1	1

N=97

TABLE 1.9

The information that I receive from my supervisor is consistent with the information received from other supervisors.

Item Response	Frequency	%
Strongly Agree	7	7
Agree	35	36
Neutral	32	33
Disagree	20	21
Strongly Disagree	3	3

N=97

What topics do you feel are important for you to know more about and would like the organization to inform you during future communications?

Contract issues.

Policy and/or procedural changes.

Future and/or general changes that are coming and how to prepare for it.

Correct procedures for completing work correctly.

Adequate training for job changes.

Training and/or how to use new programs.

Overtime and/or for special projects.

All information that can help improve goals and job skills.

New updates within the system.

Legitimate reasons why things cannot be updated or corrected.

More feedback on the quality and quantity of work completed.

Information regarding promotions.

Too much to list Information regarding other departments.

Positions available within customer service.

New forms.

The result of the study was also divided among the number of years in which the participants had been employed within the organization. It appears that the majority of the answers to the questions were consistent regardless of the number of years employed.

Table 2.0 shows that majority of the answers given by Group A and Group B participants were toward the organization given a limited amount of information and been adequately informed. The 6 years or more participants were split fifty-fifty with their impression.

TABLE 2.0

Which best describes your impression of communications within this organization?

Groups

Item Response	A 1 year or less		B 2-5 years		C 6+ years	
	Frequency	%	Frequency	%	Frequency	%
Keeps us fully informed	1	2	1	2	0	0
Keeps us fairly well informed	8	22	10	18	0	0
Keeps us adequately informed	10	29	14	25	3	50
Gives us only a limited amount of information	13	37	23	41	3	50
Doesn't tell us much at all about what is going on	3	8	7	13	0	0
Unable to determine	0	0	1	2	0	0
Correct Answer						
N=total	Total	35	56		6	

In Table 2.1 an overwhelming 69% of Group A can usually believe the information given, whereas 46% of Group B can only believe it about half the time. One-third of Group C felt that they could always believe it, one third usually believe it, and one third can believe it about half the time. According to the result, there may be an issue with trust within Group B.

TABLE 2.1

How do you feel about the information you receive?

Groups

	A		B		C	
	1 year or less		**2-5 years**		**6+ years**	
Item Response	Frequency	%	Frequency	%	Frequency	%
I can almost always believe it.	2	6	6	11	2	33
I can usually believe it	24	69	22	39	2	33
I can believe it about half the time.	9	26	26	46	2	33
I usually can't believe it.	0	0	2	4	0	0
N=total	total	35		56		6

The majority of participants in Table 2.2 across the board agreed that they had the information needed to do their job. Although 20% of Group A and 39% of Group B were neutral, 50% of Group C indicated that did not have enough information.

TABLE 2.2

I have the information I need to do my job.

Groups

Item Response	A 1 year or less		B 2-5 years		C 6+ years	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	4	11	2	3	0	0
Agree	9	54	26	46	3	50
Neutral	7	20	22	39	0	0
Disagree	3	9	5	9	3	50
Strongly Disagree	2	6	1	2	0	0
N=total total	35		56		6	

In Table 2.3, an alarming percentage of participants in all groups indicated that their supervisor's communication skills were either good, very good, or excellent. The researcher found this somewhat contradictory to Table 2.4 in which a small percentage, but the majority agreed that they received most of their information through the grapevine. It is important to note that in Table 2.4,32% of Group B checked multiple answers. If the participants would have chosen one answer the results could have possibly went toward the supervisor making it consistent with Table 2.3.

TABLE 2.3

How would you rate your supervisor's communication skills?

<div align="center">Groups</div>

	A		**B**		**C**	
	1 year or less		2-5 years		6+ years	
Item Response	Frequency	%	Frequency	%	Frequency	%
Excellent	6	17	14	25	1	17
Very good	17	49	15	27	0	0
Good	5	14	17	30	2	33
Fair	5	14	7	13	1	17
Poor	1	3	3	5	2	33
Not Answered	1	3	0	0	0	0
N=total total	35		56		6	

TABLE 2.4

From which of the following do you receive most of your information?

Groups

	A		B		C	
1 yr. or less	**2-5 yrs.**		**6+yrs**			
Item Response	Frequency	%	Frequency	%	Frequency	%
The grapevine	10	28	16	29	2	33
Bulletin Board	0	0	0	0	0	0
Company Newsletter	0	0	0	0	0	0
My supervisor	6	17	9	16	1	17
Unit leader	2	6	2	4	0	0
Group meetings	1	3	0	0	0	0
Company programs	1	3	0	0	0	0
Company emails	7	20	8	14	3	50
Gave multiple answers	8	23	18	32	0	0
N=total total	35		56		6	

Table 2.5 shows a slit change in the answers given. The previous result showed that Group A and Group B gave similar answers. In this table 46% of Group A was neutral and 40% were satisfied whereas 43% of Group B was neutral and 29% was dissatisfied and Group C was 50% neutral and 50% dissatisfied.

TABLE 2.5

<u>**Overall, how satisfied are you with the communications within this organization?**</u>

<div align="center">Groups</div>

Item Response	A		B		C	
	1 year or less		**2-5 years**		**6+ years**	
	Frequency	%	Frequency	%	Frequency	%
Very Satisfied	1	3	0	0	0	0
Satisfied	14	40	12	21	0	0
Neutral	16	46	24	43	3	50
Dissatisfied	3	9	16	29	3	50
Very dissatisfied	1	3	3	5	0	0
Unable to identify Answer	0	0	1	2	0	0
N=total	total 35		56		6	

TABLE 2.6

I feel confident that management considers my ideas and/or concerns.

Groups

	A		B		C	
	1year or less		**2-5 years**		**6+ years**	
Item Response	Frequency	%	Frequency	%	Frequency	%
All the time	2	6	2	4	0	0
Some of the time	5	14	19	34	1	17
Undecided	21	60	18	32	3	50
Almost never	6	17	12	21	2	33
Never	0	0	5	9	0	0
Undetermined	0	0	1	2	0	0
N=total total	35		56		6	

Table 2.7 is consistent with Table 2.3 in which more participants in Group A and B agreed that their supervisor's communication skills were good or above. These groups also feel as though their supervisor informs them most of the time when there is change within the organization. 67% of group C states that their supervisor rarely informs them.

TABLE 2.7

<u>Whenever there is a change within the organization, my supervisor.</u>

	Groups					
	A			**B**		**C**
	1 yr. or less			**2-5 yrs.**		**6 + yrs.**
Item Response	Frequency	%		Frequency	%	Frequency	%
Always inform me	10	29		15	27	1	17
Inform me most of the time.	21	60		29	52	1	17
Almost never informs me	4	11		9	16	4	67
Never informs me	0	0		2	4	0	0
Unable to determine	0	0		1	2	0	0
N=total total	35			56		6	

Table 2.8 shows that more of the participants did not choose between whether or not there was consistency with answers among the supervisors.

Table 2.8

<u>The information that I receive from my supervisor is consistent with the information received from other supervisors.</u>

	Groups					
	A		**B**		**C**	
	1 yr. or less		**2-5 yrs.**		**6+yrs**	
Item Response	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	3	9	4	7	0	0
Agree	17	49	17	12	1	17
Neutral	11	31	17	30	4	67
Disagree	3	9	16	29	1	17
<u>Strongly disagree</u>	1	3	2	4	0	0
N=total total	35		56		6	

CHAPTER 05

CONCLUSIONS

Communication is very important in every aspect of our lives. For any relationship to work properly we have to learn to communicate effectively with each other. The importance of communication hasn't changed from the time in which John Brennan wrote The Conscious Communicator in 1974 to the time She1 Holtz wrote Corporate Conversations in 2004. The fact remains that for any business whether entrepreneur, partnerships, or corporate offices to succeed we have. to communicate with someone to voice our ideas and/or concerns. The literature review addressed the importance of internal communication. It provided the researcher with background information on the different ways and the different styles of communication. Needless to say, face-to-face communication seemed to remain the number one style of communicating within organizations. Research has also found that a lack of communication within an organization can decrease productivity, lower morale, and be the cause of other serious workplace issues. The researcher found that the outcome of the survey was the complete opposite of what was overheard in previous conversations. Based upon the answers given on the survey, more people were neutral and/or thought that the communication was satisfactory within the organization. The majority of the participants also felt that their supervisor communication skills were very good. 34. Although they agreed that the supervisors communicated effectively, more customer service representatives and/or unit leaders admitted to hearing most of their information through the grapevine. As the number of years increased inexperience within the organization, it appears as though this particular group had a negative view of internal communication. The participants were consistent in saying that they wanted more information about the policy changes and/or procedures, the contracts and they wanted adequate training for the different computer programs. Some of the employees vent about a lack of communication when they feel as though their voice is not been heard. Also, when they continue to find out about information through the grapevine versus from their supervisor.

RECOMMENDATIONS

The researcher would recommend for future research that the survey exclude any neutral options. Although by eliminating this option it forces the participants to answer one way or the other. The researcher believes that you will get more precise answers. The supervisors can also follow communication techniques that can be used by any leader to increase the level of internal communication in the company and therefore the level of the company's efficiency (Fishman, 2000). 1) Find out if those listening to you hear what you say and interpret it correctly. One way of doing this is to ask questions that will show the understanding level of those with whom you are speaking. If you are addressing a group meeting, allow time at the end of the meeting for questions. 2) Share information with employees whenever possible. One of the most sensitive areas in management involves how much company information should be shared with employees. Many feel that information should be given on a need-to-know basis. Their reason is that information given loosely can result in company secrets getting out to the competitors. Supervisors can also share information with the employees through weekly and/or biweekly meetings. The supervisor should include in their meetings any information that is bringing about a change within the organization. If representatives and/or unit leaders have questions about other personnel issues the supervisor should direct the customer service representatives to the correct source that can give them an answer.

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