



# Interpersonal Communication & Its Impact on Job Satisfaction

Pranjali Madhur, Sriram Ramshanker

**Abstract:** To stay sustain in the highly challenging and competitive global market is essential for all businesses. To get highest productivity in companies, interpersonal communication fills the gap between various system and management. Motivated employees for better performance, efficient communication is must to achieve this. This study examines the association between three communication patterns i.e. Upward Communication, Downward Communication, Horizontal Communication & Job satisfaction of employees work in large scale industries in Pune. From this study researchers have tried to indicate a positive relationship between interpersonal communication and performance of employees. Employees of large sectors need to improve level of communication to enhance the Job satisfaction and commitment and hence retention in organizations. Without interpersonal communication, there may be lots of issues take place. Management and coordination of different departments in various functions can also be possible with the use of systematic interpersonal communication system. A good interpersonal skills are always proved important for employees in making organizations successful and it affects different elements of organizational effectiveness.

**Key Words:** Downward communication, upward communication, horizontal Communication, job satisfaction, interpersonal communication

## I. INTRODUCTION

An organizational success influenced with the communication pattern, different strategies and the process they manage in their organization. In many of the organizations downward, upward, and horizontal are these three types of communication they follow in the organizations. Each pattern of communication will enable organizations to perform better in competitive market and sustain for longer period & enhance employees' job satisfaction and performance. The best communication always helps in developing strong structure of organizations which supports to accomplish in achieving goals and mission. It is nothing but transmitting information and common understanding from one person to another.

Employees always seek communication everyday getting complaints of their customers and handling them by using and developing different strategies.

Many research studies have been taken place on the communication & the decision making & employee participation by Richard Howard & so many on the employee performance as well on job commitment. This study examines the association between three communication patterns i.e. Upward Communication, Downward Communication, Horizontal Communication & Job satisfaction of employees working in manufacturing sectors in Pune District.

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It is very important to maintain quality interpersonal communication because of globalization & privatization which help to bring efficiency & effectiveness inside & outside of organization. The significance of interpersonal communication in the large scale industries which are taking place many changes in terms of new technologies, employee expectations, & organizational restructuring to survive in the businesses have been studied in this research. Most successful organizations always maintain their internal system and coordination with outside world in properly tuned. Teamwork is important to get best results in organizations. It is also important to maintain coordination among team work in different functional groups. For this it also need to manage the performance of the employees and to motivate them, to maintain this efficient and strong communication system have become more crucial in all organizations.

## II. REVIEW OF LITERATURE

### A. INTERPERSONAL COMMUNICATION

Interpersonal communication helps the employees to get important information about their jobs, organizational policies & procedures, culture & system. With the help of interpersonal communication, top level management can share or assign the job roles to their employees and it would be easy for the organisations to formulate and implement the strategies. Interpersonal communication is a very different form of human communication in which it is not only how many people do communicates but also measures the quality of communication based on their outcome or results. Interpersonal communication does not only pass the words or messages with each other but also occurs or develops human relations and build trust among each other. Every organization seeks to be more effective and achieve superior results.

### A. DOWNWARD COMMUNICATION

This type of communication flows in which messages transfers from higher to lower levels of the organization. Top level managers communicate with their employees through their emails, on notice boards, manuals and handbooks etc. Downward Communication conveys the new strategies and goals which provides information about specific targets and expected behaviors of their staff. It gives direction for lower level managers and employees by the top level managers or promoters. Through this downward communication, organization's policies & practices, rules & regulations, detailed system is communicated to employees in order to get some degree of uniformity in organization practices.



## Interpersonal Communication & Its Impact on Job Satisfaction

Different kind of information is transmitted to employees through emails, notices, handbooks about the day to day changes in the work structure and process of the organization. Progress reports and performance appraisals of individuals are also being communicated to higher authorities how well they are doing with respect to performance standards and goals. Every organization tries to motivate staff members to adopt the organization's mission and cultural values and many other employee engagement practices within organization. Regular communication and practices can facilitates to get a commitment, a sense of belonging, and unity of direction among staff members.

### B. UPWARD COMMUNICATION

Upward communication transmits from employees to top level management which allows the employees to inform regarding serious & routine problems and exceptions in order to make the seniors to aware of difficulties arising in the manufacturing or day to day work process. It also allows to share employees' complaints and conflicts that passes through overall organization hierarchy for a hearing and possible resolution. With this, well developed grievance redressed system can be improved.

### C. HORIZONTAL COMMUNICATION

Horizontal communication focuses on coworker communication within and between work groups. Through horizontal communication, peers and co-workers help each other to solve organizational problems or issues and utilize the best strategies to use with supervisors.

This can happen between members of an organization with equal power. It goes on between members of the same division of an organization, office workers in the same department, co-workers. Many organizations use this practice to get the information needed to solve complex and difficult work problems. Horizontal communication encourages employees from different areas to get together and share ideas and thoughts for smooth functioning of work.

### D. COMMUNICATION & JOB SATISFACTION

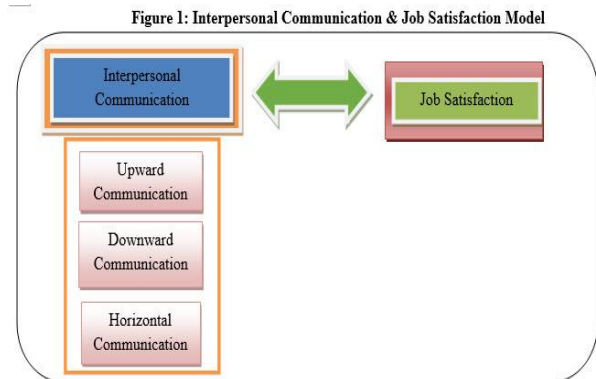
Communication & Job satisfaction emphasize the importance of the employee's satisfaction with communication with supervisors & peers and also with top management. Adequate and necessary Communication make this possible bring the employees' job satisfaction.

Job satisfaction relates to employees' understanding and performing about their job role. It is an important determinant of employee retention, turnover and work performance and increasing overall organizational efficiency. With this Horizontal, Downward & Upward communication, employees can participate in decision making process of organizational important activities and hence employees' participation in work improves in effective manner and involvement of employees brings job satisfaction.

## III. RESEARCH GAP

Different studies have been taken place on interpersonal communication, but not all researches examine the

correlation between communication & employee's job satisfaction in developed & developing countries in various sectors. Hence, this study tries to examine the correlation between communication & job satisfaction among the employees of large sectors of manufacturing in developing country like India. The below model shows the relationship between the parameters of communication and job satisfaction.



## IV. SCOPE & SIGNIFICANCE OF THE STUDY

Interpersonal communication has been shown positively important especially in the context of globalization & privatization of service and many other sectors. For the purpose of developing & sustaining businesses, interpersonal communication is must in organizations.

The Researchers aim to study the significance of interpersonal communication in the large scale manufacturing industries which are experiencing changes in terms of new technologies, employee expectations, & organizational restructuring to survive in the businesses.

With the help of interpersonal communication, more than two employees not only exchange information but also build, maintain or strong work relationship and trust between each other. The questions posed in the questionnaire are oriented towards relationships with co workers, the immediate supervisor and top management. There are questions about the employee's relationship with his or her immediate supervisor and subordinates.

## V. OBJECTIVES OF THE STUDY

- To find out whether there is an impact of Interpersonal Communication on employee's Job Satisfaction.
- To develop the framework for Interpersonal Communication & Job Satisfaction.

## VI. HYPOTHESES OF THE STUDY

- There is a negative impact of Interpersonal Communication on Job Satisfaction of employees.
- There is a negative relationship between upward, downward & horizontal communication on employees' job satisfaction.



**VII. RESEARCH METHODOLOGY**

**A. Sources of data**

Primary data is collected through direct collection of data from respondents, whereas secondary data has collected by using books, websites and various other sources such as journals and articles. Here, researchers have used primary sources to analyze the data gathered. A structured questionnaire was developed based on the literature review on the relevant topics.

**B. Sample size**

Total number of 225 respondents were made available for this survey and also individual interaction conducted. The population included all level of employees from the three leading large scale companies in Pune City is 700 in Pune City.

**C. Table 1: Reliability Test**

Measures	Mean	Cronbach's Alpha
Upward Communication (UC)	40.14	0.853
Downward Communication (DC)	39.24	0.831
Horizontal Communication (HC)	11.29	0.964
Job Satisfaction (JOBSAT)	64.31	0.857

Reliability test of variables used in this study are shown in Table 1. In this research Cronbach Alpha greater than 0.70 for all variables which is acceptable.

**D. STATISTICAL METHODS**

**Table 2: Demographics are shown in a demographic's frequency table.**

Factor	Description	No. of respondents			Percentage
		Company A	Company B	Company C	
Age	18-24 years	26	35	35	42.7
	25-30 Years	10	0	0	4.4
	31-42 Years	31	29	31	40.9
	>43 Years	8	11	8	12
Gender	Male	53	57	47	69.8
	Female	22	18	28	30.2
Designation	Top Level	15	15	15	20
	Middle Level	25	25	25	33.3
	Lower Level	35	35	35	46.7
Years of Service	<1 Year	1	0	0	4
	1-2 Years	17	18	18	23.6

3-5 Years	21	17	17	24.4
6-10 Years	28	32	32	40.9
>11 Years	8	8	8	10.7

It is found in this study that majority of the respondents are in the age group of 18-24 i.e. 42.7% & 31-42 years i.e. 40.9%. Most of the employees working in the middle & lower level management i.e. 33.3% & 46.7% respectively. Majority of the employees are having the length of service in the range of 6-10 years i.e. 40.9%. The purpose of this demographic profile is to find the employees' details of working duration and level of employment considering their age group.

Table 3 shows Correlations among variables:

Upward Communication, Downward Communication, Horizontal Communication are 3 types of the independent variable were used to find the correlation with dependent variable job performance of employees.

**Table 3: Correlation Matrix**  
Correlations

		UC	DC	HC	JOBSAT
UC	Pearson Correlation	1	.956**	.832**	.901**
	Sig. (2-tailed)		.000	.000	.000
	N	225	225	225	225
DC	Pearson Correlation	.956**	1	.821**	.935**
	Sig. (2-tailed)	.000		.000	.000
	N	225	225	225	225
HC	Pearson Correlation	.832**	.821**	1	.769**
	Sig. (2-tailed)	.000	.000		.000
	N	225	225	225	225
JOBSAT	Pearson Correlation	.901**	.935**	.769**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	225	225	225	225

\*\* Correlation is significant at the 0.01 level (2-tailed).

Whereas; **SD**: Standard Deviation, **UC**: Upward Communication, **DC**: Downward Communication, **HC**: Horizontal Communication, **JOBSAT**: Job Satisfaction

The correlation matrix indicates that Downward Communication are strongly correlated with Job satisfaction in large scale sector manufacturing companies (0.935\*\* $p < .01$ ). Pune is the major and capital city of Maharashtra which includes different types of sectors such as manufacturing, automobile, Government & private sector, Research Institutes, Information technology (IT) and Educational. These results indicate that employees' performance in the large scale sector companies in Pune is greatly affected by Downward Communication. It brings the higher job satisfaction amongst the employees at large scale sector sectors. The correlation matrix indicates that Downward Communication are strongly correlated with Job satisfaction in large scale sector companies (0.901\*\* $p < .01$ ). The relationship between Horizontal Communication and employees' job satisfaction is weak (0.769\*\*). The reason for these different findings is that in most of the private engineering companies there is no proper system of communication system amongst employees.





# Interpersonal Communication & Its Impact on Job Satisfaction

Most of the employees do not share the data/information with their peers. The Downward communication is comparatively stronger in most of the large scale sector organizations.

It is crystal clear from the above analysis that all the variables are strongly, positively and significantly correlated with one another. It provides a way of reaching others with facts, ideas, thoughts and values.

## Regression Analysis

Along with correlation, researchers also tried to study regression analysis to prove the positivity among the variables.

In this analysis, the multiple regression was significant for the prediction of the Job Satisfaction (JOBSAT) ( $F=516.71$ ,  $P=.000$ ). The Interpersonal Communication factors are more significant predictor of the Job satisfaction among the large scale sector employees in the study. It is found that 87.3% of change in Job Satisfaction could be predicted by Interpersonal Communication factors. Thus, the hypothesis "there is no significant correlation between Interpersonal Communication factors and Job satisfaction of the large scale sector employees" has been rejected since interpersonal communication was found to be a significant predictor of Job satisfaction of the large scale manufacturing sector employees.

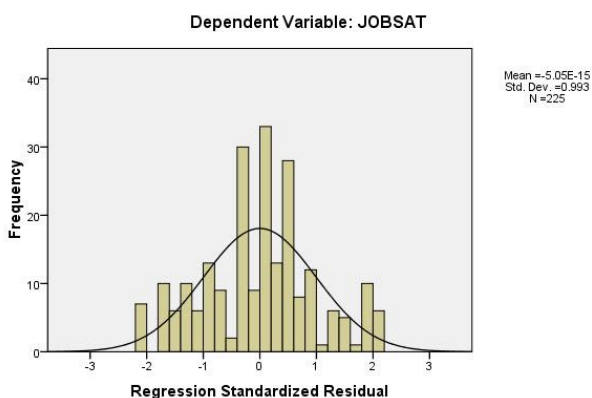


Figure 2

The figure above shows the Normal P-P plot of Regression Standard Residual values. As we look at the above plot, one can see that the points fall into nearly a perfect straight line. This shows that there is a positive or direct relationship, and good illustration of what a linear relationship looks like.

## VIII. FURTHER SCOPE FOR IMPROVEMENT

This study has been conducted only in manufacturing companies in Pune City. It also can be done in many other different sectors such as Banking, FMCG, Service sectors etc. There can be many different other employees also could be added and find many other reasons for the same. This study also can be done in different other areas and cities also as researchers have focused only in Pune city.

## IX. CONCLUSION

Communication plays a crucial role in various functions of organizations. It is essential and continuous process just like the other systems in the organization. It is found communication becomes a very crucial factor in determining

the efficiency of employees' performance and increase the efficiency of the organization Interpersonal communication flows between employees inside the organization and a various stakeholders outside who are directly and indirectly linked with the performance of the organization. All these types of communication increase employees' morale, commitment and loyalty towards the organization. In this research it has shown positive correlation between downward communication and employee satisfaction. Thus to conclude the main task of activities taken in the area of communication in an organization is to support the implementation of company's strategy. Sharing the valuable data with the subordinates and staff, motivating through communication proves the correctness of the activities taken, contributes actually to increasing the importance of communication in an organization.

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