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ROLE OF CORPORATE COMMUNICATION TOOLS IN ENHANCING JOB SATISFACTION IN PUBLIC SECTORS

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Abstract

The Public Relations and Corporate Communications department strongly support various in-house and external events, through various CORPORATE COMMUNICATION tools the image of Public Sector Organizations. Inspite of this, the public Sector Companies are perceived as an area of secure job, where most of the employees are not dedicated and committed inspite of the support given to them, and are being considered as a “drain source to the economy” and there is less job satisfaction levels. Any individual who is really not associated with these companies have an image about them, as a place where people are there to kill their time, and no work can be done without a recommendation. Also people are contended with what they have and don't even make any effort to rise and have no drive either to make it big. The achievements are very limited and the employees feel very happy being within the four walls as it takes care of their socio economic needs.

Due to Lack of rewards and benefits, career development and growth, many employees feel that they are never really given a chance to be in the activities of the organization and due to its geographical spread are not really aware of many developments taking place at the local, regional or national level of the organization. All these factors lead to lesser motivation which has a strong impact in Job Satisfaction levels.

Keywords: Communication, Job Satisfaction, Public Sectors

Objective

To discuss the role of various corporate communication tools in enhancing the Job satisfaction in Public Sectors. The objective of the paper is to lay down an emphasis on the importance of proper communication platform and transformation and establishing a positive outcome in order to motivate people to stay or join Public Sector Companies in India.

Methodology

Survey method and Personal Interviews with selected respondents

Literature Review

The researcher has reviewed and analyzed the study on the basis of number of books and research journals which are tabled in the REFERENCES.

Introduction

Job Satisfaction is defined about “how content an individual is with his or her job. The happier people are within their job, the more

satisfied they are said to be”. It is not about saying work is wrong or bad, but that “it shouldn't crowd out the other things that matter to people such as time spending with family, participation in community activities, voluntary work, personal development, leisure and recreation”.

In today's era, it is generally agreed that job satisfaction has become more difficult. In the wake of financial meltdown, which has affected the entire world, companies have drastically cut down their workforce and many people have been sacked. Adding to their woes is the unavailability of jobs in the market worldwide.

During the past decade or so, the global workplace has seen increase in the number of working women, dual-career and single parent families, nuclear families and increased numbers of employees with eldercare responsibilities; decrease in job security and blurring of work-family boundaries due to technological updations

(Brown, 2004; Duxbury & Higgins, 2001, 2003; Parker & Arthur, 2004).

Thus, today for every organization, retaining good and worthy employees has become crucial, as a lot of resources are spent in making the new recruits understand the corporate culture of an organization and no organization can afford to train new employees again and again without a positive output. The training and development, and other resources invested help the individuals in adjusting into the organization and further make it clear as to how the corporate can help in their growth and development and fulfill their personal needs and how the employees can contribute towards enhancing the image of the organization by contributing towards their corporate goals.

This two way process between an organization and the employees is crucial for both, as it helps them to evolve and grow and fulfill their own needs and requirements. To strengthen this two way process in an age of globalization and global completion,

organizations are finding ways and means of communicating with their employees and through this make the employees feel involved with the organization and an integral part of it. When employees feel important informed and their personal needs are satisfied and rather than just giving them a job opportunity give them a career opportunity for growth, then job satisfaction can be achieved.

While the organizations grow and make their market presence and position stronger, the employees make their presence felt through innovations and value creation, which directly help the organization in achieving its MVGO-Mission Vision Goals and Objectives.

Review of Literature

Mallett - Hamer Beverly, Communication within the Workplace (2005):

When there is an internal communication gap within an organization there is usually a breakdown in the way information is being sent from the sender to the receiver. This is precedent in organizations that have a top down hierarchy. In this type of hierarchy, it can be difficult for bottom level employees to obtain information regarding changes within the organization. The data was collected from the different employees at different levels through the use of a multiple choice single answer survey. The survey was distributed via face-to-face (drop-off-survey). Approximately 92% of the participants when asked about the overall satisfaction of communication within the organization thought that their supervisor's communicated well.

Carriere Jules & Borque Christopher, The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction (2009):

The Case study aimed to enhance the relationship between internal communication

practices, communication satisfaction, job satisfaction, and organizational commitment. Specific set of respondents participated in the survey and the Data was collected using a questionnaire and was limited to quantitative technique. The findings of the case explained communication satisfaction and job satisfaction enhance organizational commitment with the help of internal communication practices, if information is correct and authentic. Communication satisfaction represents a primary benchmark which can initiate a certain kind of change, and to retain valued employees job satisfaction has to be achieved and appropriately measured. Research has shown that organizational communication practices affect job satisfaction if they also cultivate communication satisfaction among employees. Satisfaction mediates the relationship between communication practices and job satisfaction.

Dave Buchanan and Mike Doyle, Organization development and change: the legacy of the nineties (1999):

The article aimed at examining management experience and attitudes concerning organization development and change. It also highlights the role of employee communication & job effectiveness of employees. The findings of the article emphasized that while effectiveness is closely interlinked with communication, but communication from workers can't be a complete and reliable source of information.

Pettit JD, Goris J.R, & B.C Vaught., An examination of organizational communication as a moderator of the relationship between job performance and job satisfaction. The Journal of Business Communication (1997):

The most conscientious of employers recognize that bidirectional communication provides avenues to recognize employee contribution and build organizational commitment- The perception one has about their supervisor's communication style,

credibility, and accuracy of information shared influences their level of job satisfaction ; The most important employee attitude is job satisfaction which reflects his attitude and behavior toward task performance and is determined by factors such as organizational climate, organizational communication system, job factors. In particular, organizational communication and the effect of supervisor-subordinate communication reflect behavioral intentions toward the job performance in terms of performance, loyalty to the organization etc. The respondents who took the survey have established a powerful connect of superior-subordinate relationship for better outcomes. The results reveal that communication can influence the job satisfaction and behavioral intentions toward job in terms of the task accomplishment and productive outcomes.

Bakanauskiene Irena, Bendaraviciene Rita, Krikstolaitis Ričardas: Empirical Evidence on Employees 'Communication Satisfaction and Job Satisfaction: Lithuania's University Case (2010):

The study analyzed that a relevant, and positive relationship between communication satisfaction and job satisfaction. The article provides results of empirical research on Lithuania's university employees' attitudes towards particular communication satisfaction and job satisfaction items. The statistical survey and data analysis have shown communicational and organizational strengths . The Employee satisfaction level is strong due to personal communication effectiveness and informal communication with supervisors. Nature of work and cordial work environment has influenced employees 'job satisfaction.

Phillip G. Clampitt, Cal W. Downs Employee Perceptions of the Relationship Between Communication and Productivity: A Field Study (1993):

The study suggests that employees perceive that different communication factors impinged on their productivity in a variety of

ways. The degree of impact and the reasons for the impact varied. In addition, the type of organization was seen to moderate the link between communication and productivity. The purpose of this study was to explore the relationship between communication and productivity and to determine employee perceptions of the impact of communication satisfaction on productivity. The study was done on employees of two business organizations and the data was collected through questionnaire and interviewing all employees. The outcome of the study showed that communication was perceived to have an impact on productivity that varied in both kind and magnitude. The internal organizational influences and modify the relationship between communication and productivity, and various levels and kinds of communication have different outcomes and purposes towards fulfilling the same

**ChengedzaiMafini,David R.I. Poee:
Evidence from a South African
government department (2013):**

The aim of this study was to analyze the relationship between employee satisfaction and organizational performance in a public sector organization. The study adopted a quantitative approach using the survey design. The survey method was selected due to its ability to facilitate the collection of data from large groups of respondents. Strategic interventions involving positive adjustments on the five employee satisfaction dimensions examined in this study may be initiated and applied to improve overall organizational performance in public organisations. The study endorses the notion that a satisfied workforce could be the key to enhanced organizational performance. Organizational performance signifies that on the overall, employee satisfaction contributes positively to organizational performance in a public organization. When employee satisfaction is optimised and expedited, it acts as an incentive to enhance organizational performance. On the contrary, when employees are dissatisfied, organizational performance will

diminish The relationship between employee satisfaction and organizational performance.

Role of Organizational Communication

Communication is the key to the functioning of organizations. People at work often say, for example, "Our basic problem around here is communication," or "I just can't seem to communicate with anyone in that department." Communication whether effective or not, takes place constantly in any organization. A process as continuous as the circulatory system in the human body, communication is inseparable from and essential to everything that occurs in organizational life. To large extent, an organization is communication. This is more true than ever now, because we in this era are living in an age of information.

Unfortunately, more information does not necessarily mean better communication. We now have so much information that dealing with it presents a challenge for individuals as well as for organizations. Ever faster and more voluminous flows of information can impair rather than facilitate decision making, especially when rapid changes in technology an frequent changes in the strategies and missions of organizations themselves accompany this flood of facts, statistics, and reports.

Organizational communication is similar to other forms of communication in that it involves making and interpreting message-displays. But it differs in that it is a part of an ongoing process that includes patterns of interaction between organization members that both emerge from and shape the nature and actions of the organization and the events within it. A useful definition is the following:

Organizational communication is an evolutionary, culturally dependent process of sharing information and creating relationships in environments designed for

manageable, goal-oriented behaviour.

Communication is the responsibility of every single member of an organization. It is incorrect to support that it is the responsibility of the top manager to communicate and of all others to receive it. It is also not correct to believe that communication originates from subordinates and the supervisors only listen. Communication actually originates from everyone in the organization and everyone is a receiver of information.

Poor communication and resultant delays and failures to act are immeasurable costs in an organization. Communication is a constant problem in management. Organizations grow very fast and as they grow they create problems of communication.

Communication can be held with two kinds of public in an organization:

- Internal
- External

Internal public consists of those people who are directly related to the company like employees, stakeholders etc.

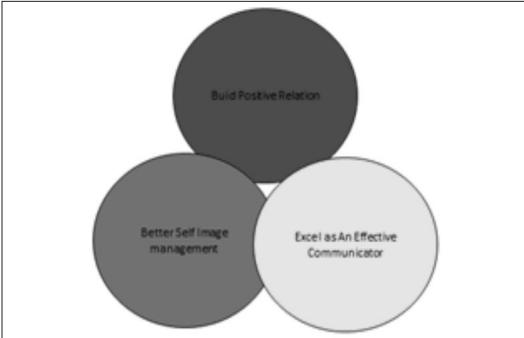
External public consists of people who are not directly related to the company e.g. media, government, customers etc.

Communication is the most important of our social activities. Social contact of two or more persons, a common medium, transmission of some message or information, and understanding and interpretation of that message- are the ingredients of communication.

Purpose of Internal Communication

- Establishing and dissemination of goals of an enterprise
- Developing plans for their achievements
- Organizing human and other resources most effectively and in an efficient manner
- Selecting, developing and appraising members of the organization

- Leading, directing, motivating and creating a climate in which people want to contribute their best
- Controlling performance



Corporate Communication

Corporate communication is defined as communication which goes to all staff. Corporate Communications serves as the liaison between an organization and its publics.

Organizations can strategically communicate to their audiences through public relations and advertising. This may involve an employee newsletter or video, crisis management with the news media, special events planning, building product value, and communicating with stockholders, clients or donors.

Corporate Communication encodes and promotes:

- strong corporate culture
- coherent corporate identity
- reasonable corporate philosophy
- genuine sense of corporate citizenship
- an appropriate and professional relationship with the press quick, responsible ways of communicating in a crisis
- understanding of communication tools and technologies
- sophisticated approaches to global communications

How an organization communicates with its employees, its extended audiences, the press, and its customers brings its values to life.

Role in enhancing the image of an organization

Although modern public relations initially developed as a tool used in power struggles in America, its role in present day society is vastly different because we are living in a complex society and are confronted by a knowledge explosion which is fueled by advanced technology, which changes the role of public relations. In short, as institutions have grown larger, they have been forced to refine their methods of communicating with their publics. This, therefore, is the role of public relations practitioners today, to interpret institutions to the publics they serve and to promote both the image and reputation of these institutions.

Underpinning this perspective, are a variety of activities that are basic and endemic to the public relations perspective.

DATA COLLECTION

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. The data collection component of research is common to all fields of study including physical and social sciences, humanities and business. It helps us to collect the main points as gathered information. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same. The goal for all data collection is to capture quality evidence that then translates to rich data analysis and allows the building of a convincing and credible answer to questions that have been posed.

Questions were asked to selected respondents of different public sector who are working/had worked (quit the public sector) and retired public sector employees

- Email id

Name: (Please write one letter in each box. Leave one box vacant between first and second name and so on)

Q1) AGE PROFILE OF RESPONDENTS (IN RESPECT OF QUESTIONNAIRE)

Serial No	Age	Total
1	21-30	99
2	31-40	128
3	41-50	112
4	51-60	81
5	61-70	80

Q2) Gender:

S.No	Gender	Total
1	Female	225
2	Male	275

Q3) Employment Status:

S.No	Employment Status	Total
1	Existing	350
2	Ex	75
3	Retired	75

Q4) Name of the Public Sector: As per Respondents

Q5) Current Designation: As per Respondents

Q6) Levels of Designation corresponding to the age in your Public Sector

S. No	Categor- ies	21- 30 years	31- 40 years	41- 50 years	51- 60 years	61-70 years
1	Senior Level Manag- ement			55	445	
2	Middle Level Manag- ement		475	25		
3	Lower Level Manag- ement	490	10			
	Total					

Q7) TOTAL YEARS OF WORK EXPERIENCE IN JOB

Serial No	Years of Experience	Total
1	1-5 years	105
2	6-15 years	210
3	15 years and above	185

Q8) TOTAL WORK EXPERIENCE IN PUBLIC SECTOR

Serial No	Years of Experience	Total
1.	0-2 years	29
2.	3-6 years	134
3.	7-10 years	132
4.	11-15 years	90
5.	16 years and above	115

Q9) What level of information is required in a communication tool to make it appropriate and relevant (Choose the most appropriate one)

S.No	Level of Information	Total
1.	Complete Information	318
2.	Adequate Information	156
3.	Limited Information	7
4.	No Information	2
5.	Others	18

Q10) Which should be the crucial element of communication in an organization (You can select more than one option)

S.No	Element of Communication	Total
1.	Information	452
2.	Transparency	153
3.	Motivation	76

Q11) Does internal communication enhance Workers Performance"

S. No	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1.	398	94	7	0	500

CODE

SA- Strongly Agree

• - Agree

D- Disagree

SD- Strongly Disagree

Q 12) Does effective communication improve "Organization Productivity"?

S. No	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1.	384	109	5	0	500

CODE

SA- Strongly Agree

A-Agree

D- Disagree

SD- Strongly Disagree

Q 13) Does effective communication increase "Workers Commitment"?

S. No	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1.	375	117	7	0	500

CODE

SA- Strongly Agree

• Agree

D- Disagree

SD- Strongly Disagree

Q 14) Does information circulated have to be authentic and genuine?

S. No	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1.	311	187	7	0	500

CODE

SA- Strongly Agree

• Agree

D- Disagree

SD- Strongly Disagree

DATA FINDING

On the basis of the questionnaire following was the Data Finding

Table 9.9

Does internal communication enhance Workers Performance"

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was **-79.4% Strongly Agreed ,18.8% Agreed ,1.8.% Disagreed and 0% Strongly Disagreed** respectively, on the above question

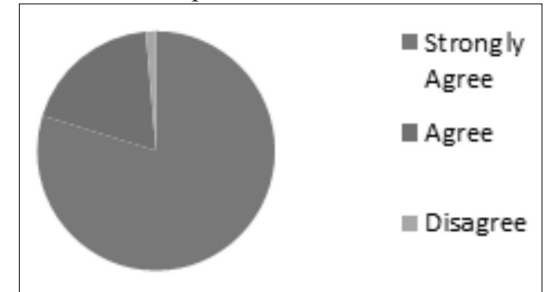


Table 9.10

Does effective communication improve "Organization Productivity"?

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was **-76.6% Strongly Agreed, 21.8% Agreed ,1.2% Disagreed and 0% Strongly Disagreed** respectively, on the above question

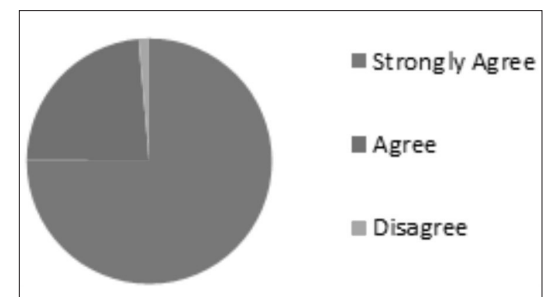


Table 9.11

Does effective communication increase "Workers Commitment"?

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was **-74.9% Strongly Agreed, 23.4% Agreed ,1.6% Disagreed and 0% Strongly Disagreed** respectively, on the above question

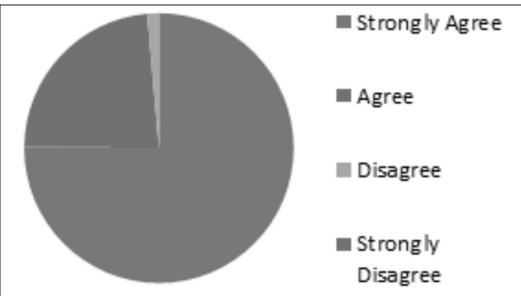


Table 9.12
Does information circulated have to be authentic and genuine?

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was -76.4% Strongly Agreed, 22.4% Agreed, 1% Disagreed and 0% Strongly Disagreed respectively, on the above question

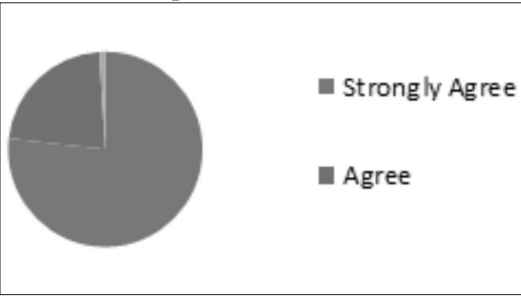


Table 9.13
Does knowledge about the organization and it's related elements increase due to better communication channels?

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was -72.1% Strongly Agreed, 24.6% Agreed, 2.8% Disagreed and .6% Strongly Disagreed respectively, on the above question

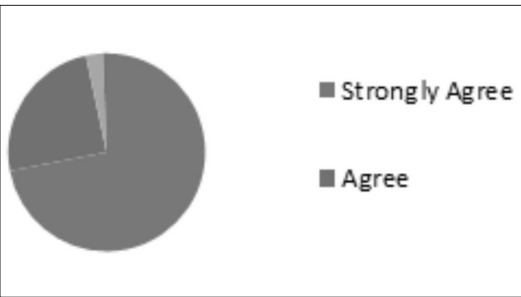


Table 9.14

Is timely communication about Strategies, Product & Services and Human Resource Process relevant?

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was -29.9% Strongly Agreed, 33.3% Agreed, 29.7% Disagreed and 7% Strongly Disagreed respectively, on the above question

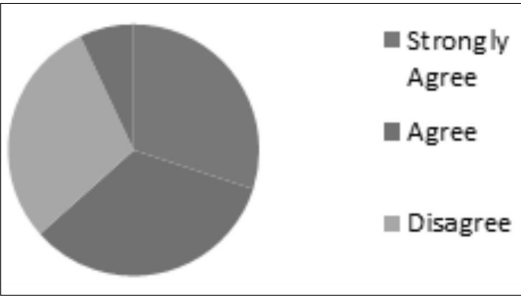


Table 9.15
Which are the following tools of communication known to you

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors in which they could choose more than one option, the data averaged for the above question-

S. No	Tools of Communication	Percent-age (%)
1.	Newsletter	
2.	House Journals	
3.	Notice Boards	
4.	Memos	
5.		
	Group Discussion and Interaction	
6.	Formal Communication	

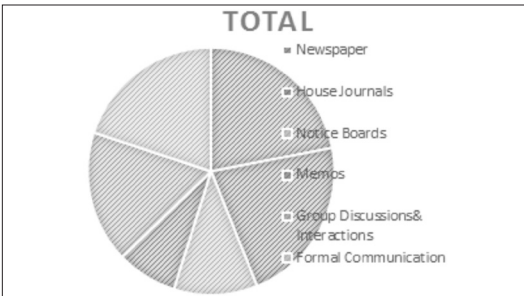
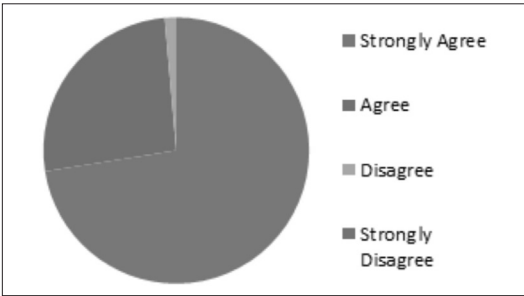


Table 9.16
Are internal communication tools more effective and efficient to achieve goals and objectives

All the respondents who varied in the different age groups and experience and hold/held different positions in various Public Sectors the data averaged was -72.3% Strongly Agreed, 25.9% Agreed, 1.4% Disagreed and 0% Strongly Disagreed respectively, on the above question



CONCLUSION

The objective of understanding the Internal Communication as a process and its effectiveness at Public Sector and relating it to the level of Job Satisfaction has been viewed in all aspects through this project by identification, reputation and corporate branding, and also reflects on how communicating with an organizations depends upon all of the company's internal and external communication for effective corporate communications and creating a positive reputation. relevance of communication and provides relevant example in various countries to establish a connect between various corporate communication tools With growing competition the process of communication has become more complicated and the scope

of communication gap has increased leading to barrier's and mistrust. The concept of CSR or Corporate Social Responsibility has also gained importance and has created a coordinated corporate communication system, by developing the required communication strategies the strategies and activities that fall within its remit; and, the ways in which it can be managed and organized in companies and agencies alike. It addresses three important questions: What is corporate communications, and how can it be defined? What strategies and activities are central to this profession? What is the organizational location, status and role of this profession? Important issues and in managing and organizing corporate communications are all discussed, providing practicing managers with appropriate concepts, theories and tools to make better management and communication decisions. Employee satisfaction is essential to ensure higher revenues for the organization. Satisfied employees also spread positive word of mouth and always stand by each other. Instead of wasting their time in gossiping and loitering around they believe in doing productive work eventually benefitting the organization. They take pride in representing their respective organizations and work hard to ensure higher revenues for the organization. Satisfied employees are employees who help their fellow workers and support them in achieving their goals

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