

LINKING UNIVERSITY INTERNAL COMMUNICATION NETWORK WITH FACULTY JOB SATISFACTION

Joji T. Recamara, EMD

Associate Professor 3 Jose Rizal Memorial State University
Main Campus, Dapitan City, Province of Zamboanga del Norte, Mindanao, Philippines

Abstract

Internal communication is the forefront for technical operations and employee satisfaction and the lifeblood of any thriving organization. In organizations it is the source of power and means for applying the optimal legal and administrative actions that are in the organizational hierarchy. When there are problems rooted in communication processes possible solutions are applied to maintain a healthy and favorable conditions in as much as to protect the organizational image and credibility. This study was conducted to find out the relationship between internal communication network and the job satisfaction of the faculty of Jose Rizal Memorial State University (JRMSU) System, School Year 2015– 2016. The descriptive survey and correlational methods of research were used in the study with the aid of questionnaire checklist which was administered to 482 faculty-respondents. The study revealed that the internal communication network along downward, upward, and horizontal communication flows moderately occurred in the university with moderately satisfied faculty. However, internal communication network significantly influenced the job satisfaction of the faculty. It is recommended that the top level management particularly the campus administrators, deans and administrative staff who are all involved in the communication network of the five campuses of the university system should consider and give careful attention to the factors that highly translate the job satisfaction of the faculty and design strategies that would ensure free flowing and open communication.

Keywords: Internal communication, job satisfaction, downward communication, upward communication and horizontal communication

Introduction

We can quote *Lukazewski* who says, “The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a **communication problem**. With the many views and meanings of communication all pointed out that it is an important process for every organization even to the smallest unit in human society. Communication in organizations is the source of power and means for applying the optimal legal and administrative actions that are in the organizational hierarchy. Considered to be an essential process in the delivery of various tasks in the academic institution like JRMSU, this study aimed of finding out the impact of internal communication network to the faculty job satisfaction of Jose Rizal Memorial State University System.

Internal communication network includes technique of information transfer and human thoughts and behaviors from a person to another within the organization as the word communication represents all the currents that by them a thought can affect another thought (Moghimi, 2005). Internal communication is an academic planning which examines signs, signals, media relations and interactions between individuals inside the organization.(Steyrer et al, 2008).

In general, internal communication networks in organizations are described in the four dimensions as downward communication which considers the top management down to its subordinates, upward communication which describes the process of activities from subordinate- deans – administrator, horizontal communication or interdepartmental communication are communication processes of the same level positions to include the existence of the grapevine. How well the communication flows are functioning certainly determines success in organization.

In this sense, it is the role of internal communication network to provide employees with important information about their jobs, duties and responsibilities of departments, offices, starting from the top management down to the rank and file positions to ensure direction and contentment. The familiarity of each member in internal communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions, celebrate and remember accomplishments.

Several researches including the Management Study Guide (2013) averred that job satisfaction surveys help in improving internal communication flows. To quote a recent article in the ‘Sunday Times’, ‘If people understand the bigger organizational picture they will be more willing to stay for the ride and more motivated to do the job you need them to work most of the time as it is true that communication skills is a requirement for a managerial position. In line with the contentions of various researchers comes the idea that internal communication could certainly affect the job satisfaction of employees, to their organization and to the success of the whole group in general. (Jones et al., 2004).

Moreover, the initiative of conducting this study is indeed inspired by various scholars, researchers, authors and theorists who form part in the conceptualization of this academic project. As this present investigation asserts on elucidating the importance of effective internal communication in general it is just appropriate to anchor primarily on Laswell’s theory of effectiveness in communication, 1948 which describes the role of communication in society and social relations which is basically put into words: Who says what? Through which channel? To whom? To what effect? This theory emphasized that effective communication is very important in every aspect of life particularly in work places where communication is a vital part in achieving the everyday task. (Wood, 2004, 56) Effective communication in organizations is the very base for functional operations and employee satisfaction.

The author also finds refuge in the viewpoint of Herzberg’s Motivation-Hygiene Theory which is addressed by numerous scholars as a tool for examining job satisfaction (Atchison &Lefferts, 1972; Champoux, 2002; Evans & Aluko, 2010; Furnham et al., 2009; Herzberg, 1965; Herzberg et al., 1993; Miller, 2006). Herzberg (1959) maintained that hygiene factors which motivate people at work are

relationships with management, relationship with co-workers, relationship with inferiors, quality of management, organizational strategy and structure, security of working conditions, salary are considered by Herzberg (1959) as hygiene factors which identify items of work that keep people from being dissatisfied or unhappy. Herzberg's theory is supported by Maslow's Hierarchy of Needs Theory where in an organizational context, the first two needs are usually fulfilled, and therefore the social need is claimed to be fundamental.

On the other hand, undeniably in every organization, problems take part in several undertaking or tasks and are not readily made instead careful thought and wise decision making is a must. The process could be hard sometimes to consider the various views, ideas and attitudes of the people involved. Communication gaps could happen and it can be devastating for any thriving organization in a competitive and fast paced environment wherein communication satisfaction is related to job satisfaction (Carriere & Borque, 2009). Various organizations especially those which are taking care of human capital have begun to measure job satisfaction and employee engagement in an effort to evaluate strategies for building strong internal communications networks.

JRMSU on that note, being an institution of higher learning and nowadays is confronted with the many challenges of the ASEAN integration is expected to establish an internal communication atmosphere which would lead to an appreciative job satisfaction of its faculty members and thereby build trust, loyalty, respect and esprit de corps. This reality has built the researcher's interest to pursue finding out more reasons to validate the idea that internal communication network could drive job satisfaction of the teaching faculty of the JRMSU System which are key factors to organization success and competitive advantage. This study indeed is just as timely as the results would then be a source of finding possible solutions should a problem on internal communication network is revealed and which would greatly affect the job satisfaction of the teaching faculty being the backbone in attaining the academic goals and objectives of the University.

Statement of the Problem/Objectives:

The study aimed to find out the impact of internal communication network to the faculty job satisfaction in the (5) five campuses of Jose Rizal Memorial State University, Zamboanga del Norte, School Year 2015– 2016.

Specifically, the study sought compliance to the following questions:

1. What is the status of internal communication network of the Jose Rizal Memorial State University system along:
 - 2.1 Downward communication;
 - 2.2 Upward communication;
 - 2.3 Horizontal communication;
 - and
 - 2.4 Diagonal communication?
2. What is the level of job satisfaction among the faculty of Jose Rizal Memorial State University System?
3. Is there a significant relationship between the status of internal communication network and the level of job satisfaction of the faculty of Jose Rizal Memorial State University System?

Methodology

The descriptive survey and correlational methods of research were used with the aid of the questionnaire checklist developed by the author in gathering the data for the study. The respondents included were the teaching faculty of the five campuses of Jose Rizal Memorial State University which has a total number of 482. The main campus teaching faculty has the largest number of 206, followed by the Dipolog Campus which has 111 teaching faculty, Katipunan Campus has 62, Tampilisan Campus has 61 and the smallest came from Siocon Campus which has 42 teaching faculty.

The instrument used to gather data in this study was a self-made questionnaire checklist. The statistical methods used were weighted mean, T-test, and Pearson r Product Moment of Correlation

Coefficient.

FINDINGS

Table 1. Internal Communication Along Downward Communication

Items (Downward communication)	WM V	Verbal Description	Rank
1. Information about organization policies, objectives and procedures on various academic tasks and job requirements are effectively communicated	3.16	<i>Somewhat Disagree</i>	1
2. Information about changes in policies are clearly and consistently communicated leading to employee empowerment	3.01	<i>Somewhat Disagree</i>	4
3. Information about organization's failure or success which may directly or indirectly affect the employees are seriously communicated, timely and earnestly	3.04	<i>Somewhat Disagree</i>	3
4. Employee complaints are objectively treated with efficient, reliable and equitable grievance processes	2.77	<i>Somewhat Disagree</i>	5
5. Communication lines from the top management are very much functional	3.06	<i>Somewhat Disagree</i>	2
Average Weighted Mean	3.01	<i>Somewhat Disagree</i>	

Legend:

Numerical Rating	Ranges of the Mean	Description	Interpretation
1	1.00 – 1.80	Strongly Disagree	Not Occurring
2	1.81 – 2.60	Disagree	Fairly Occurring
3	2.61 – 3.40	Somewhat Disagree	Moderately Occurring
4	3.41 – 4.20	Agree	Much Occurring
5	4.21 – 5.00	Strongly Agree	Absolutely Occurring

Internal Communication Network of JRMSU System along downward communication. Table 1 reflects the status of internal communication network of the Jose Rizal Memorial State University System along downward communication. As reflected in the table, out of five items, item no. 3 ranked first which is described as somewhat disagree. This only implies that majority of the respondents admitted that the information about organization policies, objectives and procedure on various academic tasks and job requirements are somewhat moderately occurring in the university. The same is true with all other items therein stated. In context, looking closely in the result, the respondents believed that communication lines from the top management are somewhat functional or moderately functional

Table 2. Internal Communication Network along Upward Communication

Items (Upward communication)	W M V	Verbal Description	Ran k
1. Information about faculty concerns that affects the job is well communicated to the top management and addressed with immediacy	3.22	<i>Somewhat Disagree</i>	2

2. Suggestions and ideas to improve task related procedures ``have accurately reached the top management and are valued	3.15	<i>Somewhat Disagree</i>	5
3. Responses to downward directive communication are initiated with utmost concern and has reached the top management accurately and timely	3.21	<i>Somewhat Disagree</i>	3
4. There appears to be cliques of individuals who control the flow of important information to reach the top management	3.36	<i>Somewhat Disagree</i>	1
5. Communication lines from subordinates to the superiors are open and free flowing empowering the management	3.16	<i>Somewhat Disagree</i>	4
Average Weighted Mean	3.22	<i>Somewhat Disagree</i>	

Internal communication network along upward communication. As shown in table 2, of the five items, item number 4 “There appears to be cliques of individuals who control the flow of important information to reach the top management” comes the highest. It was also observed that the respondents admitted that communication lines from subordinates to the superiors were moderately open and free flowing empowering the management. Generally, the status of internal of communication network of the JRMSU System along upward communication was rated as somewhat disagree with average weighted mean value of 3.22 which simply means that the items indicated along this variable was moderately occurring in the target environment.

Table 3. Internal Communication Network along Horizontal Communication

Items (Horizontal Communication)	WM V	Verbal Description	Ran k
1. Information about job policies and requirements is generously shared	3.22	<i>Somewhat Disagree</i>	3
2. Conflicts and issues concerning job are handled with high professionalism.	3.07	<i>Somewhat Disagree</i>	4
3. Shared information is reliable and accurate	3.36	<i>Somewhat Disagree</i>	1
4. Cooperation and coordination in accomplishing tasks are clearly manifested in attaining the common goal of the group	2.99	<i>Somewhat Disagree</i>	5
5. Communication flows among faculty members are healthy and well –functioning	3.25	<i>Somewhat Disagree</i>	2
Average Weighted Mean	3.18	<i>Somewhat Disagree</i>	

Internal Communication Network along Horizontal Communication. As presented in table 3, all of the items are rated somewhat disagree. From the table, item number 3 is on the top most which implies that information being shared were sometimes unreliable and less accurate. To consider the other four items which were rated as somewhat satisfied is an admission that ta problem exists on this communication dimension as presented. The result suggests that internal communication network along horizontal communication is moderately occurring in the workplace.

Table 4. Level of Job Satisfaction of the Faculty Respondents

Items (Statements)	WMV	Verbal Description	Rank
1. Extent to which the organization's internal communication motivates and stimulates enthusiasm for meeting its mission and vision	2.85	<i>Somewhat Satisfied</i>	19
2. Extent to which my superiors know, understand and properly address the problems faced by subordinates	3.32	<i>Somewhat Satisfied</i>	4
3. Extent to which the people in my organization have great ability as communicators, thus ensuring trustworthiness of information received	3.11	<i>Somewhat Satisfied</i>	9
4. Extent to which welfare facilities, counseling programs and best strategies for solving job related problems are readily available	2.99	<i>Somewhat Satisfied</i>	16
5. Extent to which conflicts among faculty members are handled appropriately through proper communication channels	3.22	<i>Somewhat Satisfied</i>	6
6. Extent to which a positive climate is created, thus, promoting an atmosphere of teamwork through competent members of the top management	3.07	<i>Somewhat Satisfied</i>	11
7. Extent to which faculty meetings are well organized and have achieved the purpose	3.06	<i>Somewhat Satisfied</i>	12
8. Extent to which a fair "reward system" for increased efforts is in place.	3.28	<i>Somewhat Satisfied</i>	5
9. Extent to which my superiors intelligently implement strategies in support to my decisions and actions for professional growth (implementation of scholarship programs, etc.)	3.04	<i>Somewhat Satisfied</i>	13
10. Extent to which paper works and other requirements are very well communicated, manageable and attainable without sacrificing my core responsibilities as teaching faculty	2.95	<i>Somewhat Satisfied</i>	18
11. Extent to which my teaching load is congruent to the ideal number of teaching hours as mandated	3.15	<i>Somewhat Satisfied</i>	7
12. Extent to which reference materials, internet services are readily available to help me in the preparation of my instructional needs	2.95	<i>Somewhat Satisfied</i>	18
13. Extent to which my salary and other benefits are commensurate to my work load and performance and is received timely and accurately	3.36	<i>Somewhat Satisfied</i>	2
14. Extent to which information about the activities in school and its impact to me as member of the organization is shared accurately and timely	3.08	<i>Somewhat Satisfied</i>	10
15. Extent to which information about how I am being evaluated for promotion is open and transparent	3.33	<i>Somewhat Satisfied</i>	3
16. Extent to which quality time for my family is well respected	2.98	<i>Somewhat Satisfied</i>	17
17. Extent to which University's physical working conditions correspond to the present need particularly in the delivery of instruction	3.01	<i>Somewhat Satisfied</i>	14
18. Extent to which employees' relationship with each other is politely pleasant and friendly	3.14	<i>Somewhat Satisfied</i>	8.5
19. Extent to which superior-subordinate relationship is cordial and thrives within the context of professionalism	3.40	<i>Somewhat Satisfied</i>	1
20. Extent to which the University's commitment to total quality management is reflective through effective management processes	3.14	<i>Somewhat Satisfied</i>	8.5
Average Weighted Mean	3.10	<i>Somewhat Satisfied</i>	

Legend:

Numerical Rating	Ranges of the Mean	Description	Interpretation
1	1.00 – 1.80	Very Dissatisfied	Very Poor Performance
2	1.81 – 2.60	Dissatisfied	Poor Performance
3	2.61 – 3.40	Somewhat Satisfied	Moderately Fulfilling Performance
4	3.41 – 4.20	Satisfied	Good Performance
5	4.21 – 5.00	Very Satisfied	Very Good Performance

Level of Job Satisfaction of the Faculty Respondents. Presented in Table 4 are 20 items that best described the job satisfaction indicators. It can be noticed that item number 19 “extent to which superior-subordinate relationship is cordial and thrives within the context of professionalism” ranked first and described as somewhat satisfied. The respondents believed that in JRMSU the relationship of the employees and heads was not affectionate and did not grow well within the context of professionalism. It can be highlighted as well that item number 12 was rated “dissatisfied” by the respondents which means that internet services is of poor performance and certainly affects their preparation of instructional materials.

Generally, the level of job satisfaction among the faculty of Jose Rizal Memorial State University System is described as somewhat satisfied or moderately fulfilling, which implies that faculty respondents were not fully satisfied with the institution’s internal communication processes.

Table 6. Test of Relationship between Internal Communication and the Faculty Job Satisfaction

Variables correlated	Pearson r value	T-value	Remarks	
Internal Communication	Job Satisfaction	27.95	Significant & High Positive Correlation	
Downward Communication				0.787**
Upward Communication				0.708**
Horizontal Communication				0.765**

Legend: Statistical Treatment set 0.05 level; ** - Significant at 0.05 and 0.01: Source (21st Century Applied Statistics with Computer Software Applications by Reston, E, Ph.D.)

Correlation Coefficient Values Interpretation

±0.00 - ±0.09	slight or no positive or negligible/negative correlation
±0.10 - ±0.29	low positive/negative correlation
±0.30 - ±0.49	moderate positive/negative correlation
±0.50 - ±1.00	high positive/negative correlation

The test of relationship between the internal communication network and the faculty job satisfaction. The Pearson r is utilized to test whether relationship existed between the status of internal communication network and job satisfaction. As presented in the table, the computed r – value and t-value between the identified internal communication variables and job satisfaction yielded a significant result and highly positive correlation. This means that the relationship between the status of internal

communication network and job satisfaction exist and therefore concludes that internal communication is significantly related to their job satisfaction. According to research conducted, the employee's behavior is influenced by his own attitudes; hence, to be aware of them is essential for managers. This is as well supported by Hunt and Ebeling which study included two research questions. The research questions inquired whether the levels of satisfaction would improve following the implementation of the structured communication program.

Conclusion

With these findings therefore it can be concluded that there were problems that hinder the openness and flows in the internal communication network of Jose Rizal Memorial State University system which highly impacts the job satisfaction and organizational commitment of the teaching faculty respondents as revealed by the respondents. This could mean that the communication flows in the three dimensions of internal communication should be taken seriously as it affects the very important aspects of organization's success which is the teaching faculty job satisfaction.

Specifically the following conclusions apply;

The communication flows in the three dimensions of internal communication as downward, upward and horizontal communication flows being described by the respondents as "moderately occurring" clearly implies that some areas in the communication processes are not functioning healthily.

The job satisfaction of faculty respondents as revealed to be "moderately satisfied" obviously manifests issues which are of significant importance to them in carrying out their tasks.

The internal communication network of Jose Rizal Memorial State University affects the job satisfaction of faculty respondents.

Though there were existing capabilities and strengths of internal communication along some points, however high positive significant relationship between the status of internal communication and job satisfaction was revealed from the findings, therefore, these powerful areas in the communication processes were very much affected with the weak points. The research conducted by Marino and Faktol (1988) supports the present findings which showed that there is positive relationship between the amount of time spent on communication and important activities such as actions leading to job satisfaction. The same is true with the study conducted by Hunt and Ebeling where they found a significant relationship between the communication program and job satisfaction (p. 64)

Recommendations

The top level management particularly the campus administrators, the middle level management, most importantly the deans, department chairmen and program coordinators as well being the immediate supervisors of the teaching faculty respondents of the University System should take communication processes a primary responsibility to take care and consider careful attention to the factors that highly impact the job satisfaction of the teaching faculty as identified in this study. Serious and accurate measures should be undertaken to address this problem in the organization as communication processes are considered the transmission lines that facilitate, aid, maintain and sustain the everyday transactions in the entire workforce in as much as job satisfaction of employees could mean organization success.

Specifically, it is recommended that;

JRMSU should design strategies which are employee centric and technology driven while maintaining the effective traditional communication techniques that would allow healthy and free flowing communication network processes.

The JRMSU research should conduct regular job satisfaction surveys to help identify problems in several areas of communication processes.

JRMSU should establish a communication center that could open online services to handle messages of various concerns from the faculty members and staff and serve as avenue for policy publication and announcements which could be accessible to all.

BIBLIOGRAPHY

BOOKS

- Allen, N. J., & Meyer, J. P. (1990).** The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Bass, B. M. (1985).** *Leadership and performance beyond expectations*. New York Free Press.
- Bass, B.M., & Avolio, B.J. (1993).** *Improving organizational effectiveness through transformational leadership*. Thousand Oaks,CA: Sage.
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003).** Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207–218.
- Blumberg, M., & Pringle, C. D. (1982).** The missing opportunity in organizational research: Some implications for a theory of work performance. *Academy of Management Review*, 7, 560-569.

JOURNALS / PERIODICALS

- Allport, G. (1943).** “The Ego in Contemporary Psychology”, *Psychological Review*, Vol. 50, No. 5, pp. 451–478.
- Angle, H.L., and Perry, J.L. (1981).** “An Empirical Assessment of Organizational Commitment and Organizational Effectiveness”, *Administrative Science Quarterly*, Vol. 26, No.1, pp. 1–14.
- Aryee, S., Chay, Y.W., and Chew, J. (1994).** “An Investigation of the Predictors and Outcomes of Career Commitment in Three Career Stages”, *Journal of Vocational Behavior*, Vol. 44, No. 1, pp. 1–16.
- Ayranci, E. (2011).** “A Study on the Factors of Job Satisfaction among Owners of Small and Medium-Sized Turkish Businesses”, *International Journal of Business and Social Science*, Vol. 2, No. 5 (Special Issue), pp. 87–100.

Social Media Published Articles

- Argenti, P.A. (1998).** Strategic employee communications. *Human Resource Management*, 37(3&4), 199-206.
- Asif, S., & Sargeant, A. (2000).** Modelling internal communication in the financial services sector. *European Journal of Marketing*, 34, 299-317.
- Barnard, C. (1938).** *The functions of the executive*. Cambridge, MA: Harvard University Press.
- Baumruk, R., Gorman, B., & Gorman, R.E. (2006).** Why managers are crucial to increasing engagement. *Strategic HR Review*, 5(2), 24-27.
- Baxter, L.A., & Babbie, E.** *The basics of communication research*. Belmont, CA: Wadsworth.