RELATIONSHIP OF ORGANIZATIONAL COMMUNICATION CHANNELS EFFECTING TO JOB SATISFACTION OF SHOP FLOOR EMPLOYEES: A CASE STUDY OF TI AUTOMOTIVE THAILAND LTD. RAYONG BRANCH, HEMARAJ EASTERN SEABOARD INDUSTRIAL ESTATES, RAYONG PROVINCE

NICHAPA WONGSRICHA

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2015

RELATIONSHIP OF ORGANIZATIONAL COMMUNICATION
CHANNELS EFFECTING TO JOB SATISFACTION OF SHOP
FLOOR EMPLOYEES: A CASE STUDY OF TI AUTOMOTIVE
THAILAND LTD. RAYONG BRANCH, HEMARAJ EASTERN
SEABOARD INDUSTRIAL ESTATES, RAYONG PROVINCE

NICHAPA WONGSRICHA

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2015

The Research has been approved by
Stamford International University
The Graduate School

Title: Relationship of Organizational Communication Channels Effecting to Job Satisfaction of Shop Floor Employees: A Case Study of TI Automotive Thailand Ltd. Rayong Branch, Hemaraj Eastern Seaboard Industrial Estates, Rayong Province

Researcher: Nichapa Wongsricha

The Thesis Committee:

Chairman

_____

(Assoc. Prof. Dr. Panarat Panmanee)

Advisor

_____

(Dr. Donn Pjongluck)

Committee Member

_____

(Assoc. Prof. Dr. Chow Rojanasang)

Committee Member

_____

(Assist.Prof.Dr.Titaporn Sincharoonsak)

_____

(Dr. Apitep Saekow)

Dean of Graduate School

July 2015

Title: Relationship Of Organizational Communication Channels Effecting to Job Satisfaction Of Shop Floor Employees: A Case Study Of Ti Automotive Thailand Ltd. Rayong Branch, Hemaraj Eastern Seaboard Industrial Estates, Rayong Province

Researcher: Nichapa Wongsricha   **Student ID**: 013230004

Degree: Master of Business Administration

Advisors: Dr. Donn Pjongluck.

Academic year: 2015

Abstract

The objective of this study was to find the relationship between internal communication and job satisfaction, and to find out the best communication channel to contact employees for a quality-working atmosphere and be preventive for lack of understanding within the operation or organizational rules. It focused on the environment influencing the decision to develop their effectiveness of organizational communication channels in order to achieve employee satisfaction, bring customer satisfaction and establish a quality working atmosphere in TI Automotive (Thailand) Limited, Rayong Branch. The scope of this study included the sample size of 100% who were working as a shop floor level employee in the company. The study used the quantitative research method by distributing a structured questionnaire to collect data from 150 employees as the sample size. Inferential statistics and forward multiple regression analysis was used to analyze the results of this research.

The results of the study found that most of the TI employees were male,(male 68% and female 32%) aged between 31-40 years old, with work experience of 1-3 years; mostly receiving information from the Company Board Information. The relationship between the communication channel and the perception of shop floor employee satisfaction, found that they were mostly receiving information from the Company Board Information, and the perception of employees and the factors that influence job satisfaction of the employees. The Five-level Likert scale was chosen to measure the attitude on the perception of the average of the importance on each communicated information of the different communication channels that were used in the company. To analyze the date, the mean, standard deviation and level of agreement, the Pearson Correlation between the communication channels and job satisfaction of employees and the regression between factors of job satisfaction of the employees were used.

The findings from the hypotheses testing found that the demographic data and company characteristics had a significant relationship on the perception of the shop floor employee job satisfaction. The local environment and the Communication Climate, Supervisory Communication, Personal Feedback, Organizational Perspective and Media Quality had a positive significance on the perception of the shop floor employee satisfaction.

Keywords: Communication Channels, Job Satisfaction, Internal communication

ACKNOWLEDGEMENTS

CONTENTS

CONTENTS (Cont.)

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1
INTRODUCTION

1.1 Statement of the Problems

TI Automotive Thailand, which was built in 2005, has three organizations of car parts, which are Tank Systems, Brake and Fuel Line Systems, and Pump Modules. Two of them w situated at Chonburi and Rayong as steady bases for the ASEAN. In April 2012, Fluid Carrying Systems division (with 200 workers) had moved to new plant from Amata Nakorn Phase 7 and Eastern Seaboard Soi 6 (Provisional Plant) to Eastern Seaboard Hemaraj Rayong (New Industrial Zone).

TI Automotive (Thailand) Co.Ltd., is an well-know company where produces high quality of auto-part with variety models to supply to many customers in automotive industry. T I Automotive (Thailand) Co.Ltd., have 2 branches for producing the product where the first one is located at Chonburi and another one is based at Rayong, both of them are east side of Thailand. Even these 2 factories are under T I Automotive (Thailand) brand but they produce and response for the different auto part products.Because T I Automotive (Thailand) Co.Ltd., (2 branches) are located in Chonburi and Rayoung. So we have recruited employees within these 2 location to support production line as our main target areas. Now we have total at 300 persons. All of them are qualified and expert in their job responsibilities. Moreover, company tries to seek for their job opportunity by providing training course both internal & external to improve their skills too.

On the other hand, welfare and benefits are the very important that company provides to our employees. We provide these bases on law regulations but we give an additional welfare and benefits to our employees by expecting that they can get for good quality of life while they are working with us. One of several employee welfare and benefit is transportation service. Almost 100% of employees travel to workplace by using company transportation service. So, company have to arrange this service to cover all areas for both in Chonburi plant and also in Rayong plant. We would like to make sure that every single employee who live in these provinces will be received this service and travel to company and travel back to their home with safe.

Another outstanding welfare and benefit is training program. Even company can recruited many employees who are skill full and high experience since the beginning. However, one important thing is how to maintain their skills and develop their working efficiency at the same time. Thus, company does not hesitate to spend the budget for setting up variety training programs for them.

TI Automotive (Thailand) Co.Ltd., has more welfare and benefits that do not mentioned as above. By the way, T I Automotive (Thailand) Co.Ltd., is determined to set up the better things to our employee as much as we can. Because we aim to create good quality of life for our employees. We believe that it can make stability for our business in the long-term.

TI Automotive (Thailand) Co.Ltd., confident that welfare and benefits is a kind of valued investment that company should do. It is not only give good things to our employee but also it can create many good things to company as well. Sometime, many companies spend a lot of time and money planning for how to recruit the qualified employee from outside. But do not aware that the most important thing that can help company for cost saving is how to keep or maintain our people from termination.

Finally, T I Automotive (Thailand) Co.Ltd., is keep going to develop our welfare and benefits to the better way. In addition, we do not stop learning how to make our peoples work with safe and happiness.

The subject of this postulation, internal communication, is not another field or point, but instead has been researched by various researchers throughout the most recent couple of decades. In any case, in the wake of perusing various studies about inward correspondence and its association with occupation fulfillment, this subject was the fate of incredible enthusiasm to the creator and was hence decided for this present expert's proposition. The creator chose to utilize TI Automotive (Thailand) Limited called TI as a contextual investigation for this proposition. The organization is the creator's working environment, which made the investigation significantly all the more intriguing for the creator

1.2 Objectives

The objective of this research is to examine if there is a relationship between internal communication and job satisfaction at TI Automotive (Thailand) Limited; Rayong Branch. Thus, the objective of this study is

1.To determine the relationship between internal communication and job satisfaction at TI.

2. To explore the employees satisfied with the overall communication at TI.

3.To determine the relationship between internal communication and job satisfaction.

1.3 Significance of the Study

TI was chose as a case study as it has gone through comprehensive changes recently, such as a merger and transfer that may have influenced internal communication and job satisfaction within the company. The analysis of the research is intended to identify whether there is a relationship between internal communication and job satisfaction among full-time employees at TI. Furthermore, the result of this research would benefit for many aspects as;

1) Understand which communication channel that the relationship between on employees' motivation. By understanding which communication channel that influences employees' motivation, it will be very beneficial to the company. The result of this thesis would be benefit for TI to modify internal communication that affected job satisfaction in order to achieve employee satisfaction and brings customer satisfaction.

2) Understanding which communication channel that relationship between on employees' satisfaction. By understanding which communication channel that influences employees' satisfaction, it will also be very beneficial to the company. The result of this thesis would be benefit for TI to find out the best communication channel to contact employee for a quality-working atmosphere.

1.4 Scope and limitations of the study

The demography of study

The scope of the study are the study of the organizational communication channels on employees' motivation and satisfaction as the population refer in the research means every employee who works in the shop's floor. The quantitative research collected questionnaires scope as the sample size of 150 people by selecting employees who work only in TI Automotive (Thailand) Limited at Rayong Branch.

Location of study

The location for this independent study shall be conducted only at TI Automotive (Thailand) Ltd., Rayong Branch; Automotive Part Business at Eastern Seaboard HemarajRayong, Rayong Province.

Variable of study

Independent variables:

- Communication Climate
- Supervisory Communication
- Personal Feedback
- Horizontal Communication
- Organizational Perspective
- Media Quality
- Top Management Communication

Dependent variable: Job satisfaction

1.5 Limitations of study

Like different research initiatives, this research has several limitations that ought to be mentioned. Despite the fact that the questionnaire used is well-known as a dependable and legitimate size, the author didn´t use all its factors, simply the elements which had been associated with her research goals and that have been established to have the strongest relation with activity pride. Additionally, she modified some of the inquiries to make the questionnaire more appropriate for this precise survey. Furthermore, she used the elements simply as support, which may

have affected the consequences. Because each element involves many questions, the result from an ideal research carried out the usage of the CSQ device is an awful lot extra in-depth, and the researcher gets tons greater complete results than this research was capable to research. However, the effects should give TI quite a clean picture of the internal verbal exchange in the university. Furthermore, the CSQ tool is built up to use a seven-factor scale from one to seven where one is "very dissatisfied" or "strongly disagree" and 7 is "very glad" or "strongly agree" depending at the question requested. The writer, however, best used a 5-point scale. This transformation may also have had an effect at the results at some point. It must stated, though, that the author is not an expert in quantitative surveys. However, the author´s aim becomes to minimize errors by way of cautiously designing the questionnaire and the questions have tried on a variety of human beings earlier than administered. Despite some limitations of this research, the writer's objective become to decrease mistakes as a lot as possible and to carry out the research professionally. Earlier than carrying directly to the studies, theories regarding internal communication and activity satisfaction could positioned forth. Views from distinct students might define similarly to the author's views.

1.6 Conceptual Framework

For this study, the author used a famous dimension device for help while designing the conceptual framework, that is, the Communication Satisfaction Questionnaire (CSQ), evolved by means of Downs and Hazen (1977) which shows ten factors on a seven-factor scale which vary from interpersonal communicated to pleasure with the enterprise´s communication weather. The questionnaire examines internal communicated via asking humans inside agencies numerous questions on distinctive communicated topics. Furthermore, the CSQ additionally measures process pleasure and its relation with inner communication. The author chose elements to guide, which had been associated with the studies questions of this thesis, and also elements that have been confirmed to have the most powerful relation to process delight.

Figure 1.1 Conceptual Framework

Source: Adapted from Downs and Hazen, 1977

1.7 Research Hypotheses

H1: Communication Climate has positive significant on perception of shop floor's employee satisfaction.

H2: Supervisory Communication has positive significant on perception of shop floor's employee satisfaction.

H3: Personal Feedback has positive significant on perception of shop floor's employee satisfaction.

H4: Horizontal Communication has positive significant on perception of shop floor's employee satisfaction.

H5: Organizational Perspective has positive significant on perception of shop floor's employee satisfaction.

H6: Media Quality has positive significant on perception of shop floor's employee satisfaction.

H7: Top Management Communication has positive significant on perception of shop floor's employee satisfaction.

1.8 Definitions of Terms

Employees implied to the person who have a duty to work in a variety of good is dependent on the management does not need to be a very challenging thing to do,

and should be a more interesting work that is associated with the increase of the integrity of the work

Job Satisfaction (Ahmed, 2011) define job satisfaction, as being as employee attitudinal scale of contention in as regard their feelings, beliefs, behavior and their disposure to job and job environment.

Personal Feedback identified with representatives' has to know how they are been being judged and how their execution is being assessed.

Communication Climate incorporates correspondence on both the authoritative and individual levels. It incorporates things, for example, to what degree correspondence inspires and fortifies individuals inside of the association to meet authoritative objectives and to what degree it makes them relate to the association. Likewise, it envelops thoughts of regardless of whether people groups' states of mind toward correspondence are certain in the association.

Horizontal Communication intends to what degree individuals and casual correspondence is exact and streaming between individuals. This component additionally looks at the degree of the grapevine.

Media Quality incorporates the correspondence channels, which gatherings sorted and the extent to which composed rules are short and clear. Subordinate Communication involves upward and descending correspondence with subordinates.

Top Management Communication assesses the correspondence of top administration with authoritative individuals. This element incorporates top administration states of mind towards openness to new thoughts, mindful, and readiness to tune in.

CHAPTER 2
LITERATURE REVIEWS

This chapter is a conclusion of all literature and previous studied that involve or related with this research. This chapter presents an overview of previous work on related topics that provide the necessary background for the purpose of this research. The literature review concentrates on internal communication and job satisfaction topics and foreign language skills. This chapter divided into five parts as follows;

2.1 Internal Communication

2.2 Communication Channels

2.3 The CEO's Role

2.4 Job Satisfaction

2.5 Job Satisfaction and Internal Communication

2.6 Measuring Internal Communication and Job Satisfaction
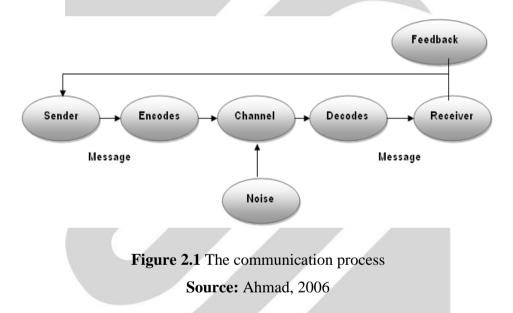
2.1 Internal Communication

A few studies have portrayed discussion on the grounds that the exchange of data between a sender and a recipient where the message streams from one component to some other and the communicators are connected by and large by method for channels (Kalla, 2005; Kinicki & Kreitner, 2008; Krone, Jablin, & Putnam, 1987; B. E. Stuart, Sarow, & Stuart, 2007). Inner correspondence is a central control enthusiasm for each head honcho seeing that it is essential for work force to get data concerning their occupation. Be that as it may, numerous verbal trade styles with stand-out highlights were situated forward to clarify the character of correspondence and how hierarchical correspondence functions (Downs & Adrian, 2004).

Various studies have bolstered the source – message – channel – beneficiary or the SMCR adaptation, which turned out to be first advanced by method for Shannon and Weaver in 1949 (Adler & Elmhorst, 1996; Blundel, 2004; Bowditch & Buono, 2005; Downs & Adrian, 2004; B. E. Stuart et al., 2007).

The SMCR rendition exhibits the verbal trade way, wherein the

correspondence technique starts with a sender, a man who transmits the message. This leisure activity is called encoding in which the communicator is figuring out what and an approach to convey (Adler &Elmhorst, 1996). In a super global, the message will achieve its implied collector with none inconveniences or bother. The message is decoded, this is, and the collector deciphers the message by method for joining that intends to it. Recipients ought to react to the messages and the beneficiaries' remarks to the message can each are verbal or nonverbal which incorporate grins, moans or a composed response (Blundel, 2004). One of the finest resources of correspondence disappointment is commotion that can bother the messages from achieving the collector, being comprehended and creating remarks (Blundel, 2004).

Figure 2.1 The communication process
Source: Ahmad, 2006

Despite the fact that few understudies have bolstered the SMCR model, verbal trade students have elite acknowledgment on excellent components inside the variant that they announce are key for the discussion way. They'll acknowledgment on the centrality of clean messages, legitimately arranged media channels or the essentialness of the remarks from the recipient. The greater part of this is imperative. On the other hand, the essayist proceeds with that in the authoritative scene today, the key correspondence elements, sender, message, channel and beneficiary, demonstrated inside of the SMCR model are all parts additional entangled than in earlier lengths of time. In this way, the creator keeps up that the drawback of the form is that it needs significant human relations components and, accordingly, must best be

thought seriously about as a straightforward apparatus for information the verbal trade strategy.

These days, inward correspondence is seen as more noteworthy multidimensional and is tons additional than message exchange, realities float or giving actualities pretty nearly individuals' work. Inward correspondence speaks the truth connections and building up a respectable domain for the greater part of the individuals inside the organization (Argenti, 2009). Interior correspondence is besides the social paste that ties individuals inside the association together (Roberts &Euske, 1987). Closed through Quirke (2008) who claims that the correspondence process inside the executive should be unmistakable as a progressing procedure which has no starting or completing and the objective must always be to rate the scrutinizing in inclination to reporting the conclusion.

The accompanying segment breaks down discussion channels. Those channels switch discussion inside of organizations and assume a basic part in becoming capable inward verbal trade.

2.2 Communication Channels

Picking the most suitable Communication channels can be an intense procedure. On the other hand, Communication channels are normally assessed in light of the sender's hopes of these channels (Litterst & Eyo, 1982), yet it's far vital to remember that particular verbal trade channels are suitable for diverse styles of data and accomplish unmistakable targets (Dunmore, 2002; Quirke, 2008; wood, 1999). Hence, it is fundamental to pick the correct correspondence channel that suits top notch the way of the discussion (Melcher & Beller, 1967). That is crucial in light of the fact that people capture and translate messages contrastingly which is basic to comprehend when selecting the verbal trade strategy (Downs & Adrian, 2004), and the chose channels can make a genuine refinement in how the message is obtained (wood, 1999).

Communications channels may be both formal and easygoing and can be partitioned in zenith down, down-up, and flat discussion. Before investigating formal and easygoing discussion, the three verbal trade sorts may be characterized and assessed.

Top-down	Upwards	Horizontal
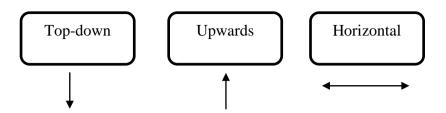
Figure 2.2 Communication Types within Organizations

Source: Barrett, 2006

Top-down communication happens whilst correspondence streams from people at better ranges to those at reduction stages inside of the authoritative chain of importance (Adler &Elmhorst, 1996; Koontz & O'Donnell, 1986). Obligations like procedure charges, giving data and comments to subordinates fall underneath this sort of discussion. Upward correspondence comprises of messages spilling out of subordinates to bosses (Adler &Elmhorst, 1996) and proceeds up the authoritative chain of importance (Koontz & O'Donnell, 1986). These types of interchanges bring messages which incorporate what subordinates are doing, unsolved depictions issues and tips for overhauls. At last, even correspondence comprises of messages among faculty of the organization with indistinguishable vitality (Adler &Elmhorst, 1996). Messages like task coordination, bother settling, sharing certainties, fighting determination, and building connections fall underneath this sort of discussion.

The creator proceeds with that everyone three sorts of correspondence are similarly fundamental inside every business venture for successful inner correspondence. Top-down correspondence critical with the goal directors should give guidelines and give records to subordinates. Authoritative outlines are an astounding occasion of zenith down correspondence when you consider that they offer a reasonable principle for who's responsible for a given mission. On the other hand, in spite of the way, that apex down correspondence is vital in every enterprise; zenith down correspondence all alone will not bring about powerful correspondence. Administrators ought to get hold of comments from their subordinates to guarantee data of the supplied charges or records. Moreover, the author trusts that developing surroundings of trust, interest and respect isn't refined with apex down verbal trade least difficult. This is bolstered by Dunmore (2002, p. One hundred forty) who claims

that "individuals ought to be fit for make inquiries and depend on to bespoke back". Besides, the essayist asserts that to have the capacity to mean enhancements or furnish you with new thoughts is a key piece of representative self-assurance, commitment and support. With the end goal representatives should sense that they may be a piece of the undertaking and they number, upward correspondence may be exceptionally significant. At long last, associations can't live without even correspondence. Social and interpersonal correspondence is crucial for each individual. Social and interpersonal discussion is fundamental for completely everybody. Along these lines, without talking with co-representatives and sharing records give or take the assignment or the association, people will no more set up a dating among each distinctive, and organization lifestyle and the spot of occupation environment will be unappealing.

The correspondence structure in all organizations incorporates both formal and casual correspondence (D. J. Johnson, Donohue, Atkin, & Johnson, 1994) and the three correspondence sorts depicted above, top-down, upward and level can either be formal or casual. The following segments will depict the contrasts between these two correspondence structures and their significance.

2.2.1 Formal Communication

Formal communication is essential in every venture and takes after the formal structure of the head honcho. The hugeness of formal discussion is that it exhibits fundamental information pretty nearly the manager or measurements connected with people's occupations (Kandlousi, Ali, & Abdollahi, 2010; Litterst & Eyo, 1982). In this part, the creator will attract consideration regarding the most extreme distinguished formal discussion systems utilized these days which may be: Technical discussion and up close and personal correspondence.

The specialized environment has changed after some time, and staff are turning into the inexorably cell. We have more records, snappier than we ever envisioned, and a discussion now is a great deal not so much static but rather more dynamic, with various correspondence channels. (Argenti, 2006) Frequently utilized and critical channels which incorporate the web, web journals, electronic mail and cellular telephones are changing the up close and personal discussion and with

expanding innovation, work force have turned out to be more free and additional cell than sooner than. Clean get right of passage to on-line actualities with respect to individual occupations has enhanced individuals' autonomy and activities may be finished snappier than sooner than. Besides, people can follow news and data give or take the association more noteworthy effectively which winds up in higher educated work force. On the other hand, with expanding specialized correspondence, an eye to eye discussion between individuals inside of the organization diminishes which must be mulled over an immense risk. Argenti (2006) cases that this may prompt "We" and "We" disorder and representatives can begin feeling that they are currently not piece of the gathering. This will prompt dismal faculty who will go away the executive and, along these lines, over the top specialist turnover for the organization. Notwithstanding, it's far the essayist's feeling that the likelihood to give the same information at precisely the indistinguishable time to various individuals can likewise minimize "We" and "Them" disorder because of the way that each individual will get the equivalent insights on the indistinguishable time.

Blundel (2004) proceeds with that despite the fact that up close and personal correspondence seems a great deal less fundamental in nowadays' cutting edge global, the inverse is valid. This is bolstered through Argenti (2009) and Smith & Mounter (2008) who claim that up close and personal correspondence is still the most ideal approach to talk inside offices. Adler &Elmhorst (1996) keep that an ability advantage of utilizing eye to eye discussion is its "pace". When the sender makes touch with the beneficiary there is no time slack among the transmission of the message and its gathering. Subsequently, the sender escapes. At last, the sender has additional control over a message dispatched through vis-à-vis correspondence than over a composed message in paper or electronic shape which has no doubt taken quite a while to compose.

The creator asserts that by method for the utilization of the eye to eye correspondence, private touch creates between individuals and makes them feel a piece of the association. Its miles vis-à-vis correspondence, which sets up private connections among individuals in the undertaking, and social collaborations with distinctive people, are reason to building up an awesome air and the favored authoritative focus. In any case, it isn't the author's craving that vis-à-vis

correspondence will surpass the specialized discussion. Specialized discussion is crucial in every organization nowadays and transforms into an expanding number of fundamental inside what's to come. On the other hand, its miles the creator's wish that specialized correspondence will now not totally assume control over the inward correspondence.

2.2.2 Informal Communication

Casual discussion or grapevine is "news" or correspondence among individuals inside of the association (wooden, 1999). Subramanian (2006) describes grapevine as a basic look, grin or sign between people in the business venture and Downs & Adrian (2004) and J.D. Johnson et al. (1994) case that it's miles an unavoidable a piece of the organization. Besides, it must be noticeable as a characteristic result of people connecting. It's far the creator's supposition that with casual verbal trade or grapevine, people can talk about their emotions, make connections and talk the issues that recall to them at every time. This is bolstered by means of J.D. Johnson, Donohue, Atkin and Johnson (1994) who trust that it's far casual correspondence, which builds up the genuine connections between individuals inside of the office. However, grapevine additionally has its dangers. It can blast bits of gossip and pass on erroneous insights about the organization or beyond any doubt subjects. On the other hand, grapevine is vital because of the truth "without grapevine faculty can't fill in holes left from honest to goodness word and may not feel responsibility for" (Subramanian, 2006, p. 2). The essayist is of the same feeling that this is discriminating if the formal correspondence has ignored some vital realities. In any case, this hole ought to be spared as little as doable with a perspective to decrease bits of gossip and mistaken insights in the office. In addition, the creator guarantees that this could not emerge if the formal realities are well reliant and green. This is strengthen by method for Argenti (2009) and Bowditch & Buone (2005) who claim that the more intense as been consider, responsibility and engagement is among supervisors and those at lessening levels in the partnership, the less people will utilize grapevine. Consequently, it might be reasoned that if representatives trust grapevine

records more prominent than formal discussion, the formal structure of the organization cannot be depended on.

A study shows that 92.4% of organizations don't address grapevine inside their business undertaking, and officials ordinarily don't take any exuberant capacity in managing or controlling the easygoing correspondence group (Crampton, Hodge, & Mishra, 1998). Besides, chiefs assume that easygoing verbal trade isn't generally viable in light of the fact that it just incorporates prattle and bits of gossip. In assessment to this, Federal particular in Canada incorporates out the easygoing discussion procedure, as they perceive that such collaborations help short choice making inside of the organization. This has prompted better correspondence, enhanced productiveness and better representative pride in the venture (Subramanian, 2006). Thusly, it's far inferred that regardless of the way that easygoing verbal trade is vital and is a characteristic collaboration between individuals, it must be upheld by means of formal correspondence to have the capacity to decrease gossip and wrong certainties. Thus, the right soundness among formal and easygoing verbal trade should be watched.

2.3 The CEO's Role

As set up over, the internal verbal trade is a part more than transmitting records and picking the best correspondence channels. It furthermore manages sentiments that can be exceptionally basic in interpersonal connections. That is upheld by method for Koontz & O'Donnell (1986) who claim that genuine verbal trade cannot happen without connections among people to supply the messages. In addition, Argenti (2009) cases that internal correspondence inside the twenty-first century speaks the truth significantly more than aides and giving over messages; that it's additionally about building an association lifestyle. Dunmore (2002) keeps that inward verbal trade influences exchange states of mind and is hence vital to verify the favored behavior inside the business endeavor.

Various researchers contend that it's far the CEOs who play the most extreme key position insufficient interior correspondence (Downs & Adrian, 2004; Dunmore, 2002; R. Dark & Robertson, 2005; Grönfeldt & Strother, 2006) and that eighty% of their work is in some way identified with verbal trade (R. Dark & Robertson, 2005).

Grönfeldt & Strother (2006) case that CEOs' conduct and correspondence has a striking effect on staff and their view of the association. Moreover, they assert that "the ability to talk well is fundamental for achievement" (Grönfeldt & Strother, 2006, p. 246)."CEOs should support their kin through correspondence and conduct, manufacture commitment by means of shared dreams and the publicizing of phenomenal interchanges rehearse in the organization" (Dunmore, 2002, p. 168). Consequently, it is the CEOs' capacity to form the behavior they seek workers to impersonate and set the tone so the favored conduct is likely to be made inside of the organization. In addition, despite the fact that the CEOs set the tone for intense inner verbal trade, the creator proceeds with that for you to make sure that the craved behavior takes protect inside of the organization, it's far crucial that chiefs at all levels have the pertinent correspondence capacities to draw in effectively with representatives. Administrators ought to make an in number dating with every one of the individuals inside the office. Additionally, they need to capture why people carry on as they do and, if needed, change the workers' conduct through inspiration.

Dunmore (2002) keeps up those individuals do now not just decipher messages construct absolutely in light of what they focus. The talked word might likewise in truth represent handiest 7% of the correspondence, with tone, emphasis and conveyance contributing 38% and edge dialect fifty-five%. This makes it essential for CEOs to surely "walk the talk" so the truths have a risk of being taken after and caught on. It's far the author's conclusion that the inward verbal trade has a major have an impact on organization photograph and recognizable proof. Be that as it may, which will make a wonderful photograph and exorbitant recognizable proof inside the brains of out of entryways partners, the office wishes to be spoken to by method for all representatives. This will never again be proficient without the help of the CEO, as she or he holds the critical thing capacity in wearing out compelling internal correspondence inside of the considerable number of divisions of the business undertaking.

The accompanying areas exhibit the fundamental interpersonal variables that the creator claims CEOs need to need to perform powerful inward correspondence in the association. The ones components are considered and listening to capacities. Besides, these components need to impact chiefs in any admiration degrees which

will influence the majority of the faculty in the business venture. The outcome will be transparent interior correspondence between all staff inside of the associate

2.3.1 Trust

"Trust is the absolute best state of human inspiration" (Covey, 2004, p. 178) "and it's miles the paste that holds organizations, societies, and connections together" (Covey, 2004, p. 162). Bowditch & Buono (2005), Koontz & O'Donnell (1986) and Middlemist & Hitt (1988) all pronounce that if people believe their boss, they are more prone to exchange their mentalities. In any case, Beslin & Reddin (2004) case those administrators every now and again talk pretty nearly having considered rather than developing trust. Consider ought to be fabricated, and should be earned after some time through sharing measurements snappy and uninhibitedly, tuning in, making inquiries and giving comments (Beslin & Reddin, 2004; Kinicki & Kreitner, 2008). Consequently, the essayist reasons that if accept in the middle of supervisors and work force at lower levels is missing, a lot of zenith down correspondence will emerge and upward correspondence may be deficient. The CEO will no more get hold of criticism to the insights dispatched out, and there is a risk that the laborer will never again be given the verbal trade sent from those above inside of the chain of importance level. In this manner, it's far vital to fabricate trust with and among people inside the executive to have the capacity to perform open discussion for the span of the association.

2.3.2 Listening

Listening is as basic as consider in creating successful correspondence (Kinicki & Kreitner, 2008; Smith & Mounter, 2008). Listening can improve particularly and blast productiveness. Therefore, supervisors ought to invest additional energy listening than talking, written work or perusing and ought to invest additional time listening than diverse representatives. Studies propose that administrators who have seen as open communicators demonstrate a high number of practices that recommend suitable tuning in (Adler &Elmhorst, 1996, p. 99). Therefore, these major components acknowledge as valid with and listening abilities, cross as an inseparable unit. The creator keeps that amid request for representatives to

focus effectively and decipher the records conveyed from better degrees, it's far indispensable that the manager has developed consider with work force. Moreover, without think of it as can be normal that representatives will now not be equipped for focus the records dispatched out.

2.4 Job Satisfaction

Work fulfillment is a standout amongst the most broadly mulled over components of organizations (Pincus, 1986). Work fulfillment is fundamental because of its ability sway on representatives and the executive as a whole. Errand delight has repercussions for subjective pleasantly being notwithstanding presence fulfillment (pick & Hulin, 1993). Authoritatively, work joy has a discriminating have an impact on laborer conduct and execution. In flip, specialist general execution has an impact on the general execution and viability of the undertaking. Not unusual elements of process pleasure include pride with pay, supervision, benefits, working conditions, the nature of work, and verbal exchange (Carriere & Bourque, 2009).

A uniform meaning of movement joy is difficult to find. Locke (1976) characterized employment pride as "a charming, huge passionate state, because of the examination of one's movement revel in" (p. 1300). Errand fulfillment has additionally been characterized as the certificate of fit among the elements of work and staff hopes (Tutuncu & Kozak, 2007). The writing shows movement pleasure is interrelated with laborer attitude (Tutuncu & Kozak, 2007). It's far imperative to consider that movement pride must be depicted fundamentally taking into account the studies this is being performed. Scientists moreover recognize among common procedure fulfillment and pride with extraordinary added substances of one's undertaking, called procedure side fulfillment (Wanous & Lawler, 1972).

Wanous & Lawler (1972) reviewed 9 operational meanings of procedure pride with the aim of making sense of whether it changed into feasible to quantify workers' procedure delight with specific features. Their outcomes found that current operational meanings of employment delight did no more yield experimentally comparative measures of fulfillment. On the other hand, Wanous and Lawler (1972) observed that a couple of operational definitions connected better with normal action fulfillment and non-attendance.

In spite of the fact that the relationship among authoritative correspondence and errand fulfillment has been mulled over significantly, it isn't the best variable connected with procedure pride. Examination have inspected action delight as a middle person of worker strengthening (Gazzoli, Hancer, & Park, 2009; Kim, Tavitiyaman, & Kim, 2009), interpersonal connections, sketches re-design, and gives superb (He, Murmann, & Perdue, 2010; Stringer, 2006; Tutuncu & Kozak, 2007; Zeffane, 1994).

Stringer (2006) tried to figure out if outstanding pioneer part exchange turns out to be most likely connected with procedure enjoyment and impact on invaluable outcomes for organizations. Amongst fifty-seven haphazardly chose firefighters, Stringer (2006) estimated that intemperate awesome administrator to representative connections without a doubt identify with inherent action fulfillment. Results exhorted an expansive powerful connection among supervisor to specialist connections and undertaking enjoyment. Whilst workers have inordinate lovely associations with their chiefs, shared trust, aide, thought, and capable correspondence are typically a terrible part more grounded between every occasion. Consequently, the outward cravings of the specialist are a great deal more inclined to be satisfied prompting over the top representative fulfillment. The examination moreover proposes that in light of the fact that the acceptable of the administrator to laborer connections blast, the likelihood that workers could be content with their assignment likewise will build (Stringer, 2006).

Numerous components influence laborer procedure delight. Exploration has figured out that the degree of action enjoyment can interchange construct absolutely in light of the working conditions, demographic qualities, laborer desires (advancements, pay will increment, rewards), verbal trade styles, administration styles, hierarchical smoothness, concur with, inspiration, and procedure plan. Those variables oblige particular result measures to assess process fulfillment (Tutuncu, & Kozak, 2007). Pettit et al. (1997) completed a review of 612 faculties from two generation enterprises. The intention of this take a gander at got to be to perceive the directing have an effect on of hierarchical verbal trade fabulous on the relationship among procedure general execution and occupation fulfillment. Measures of employment general execution were amassed through supervisory general execution

scores, notwithstanding self-evaluated execution examinations. Process fulfillment get to be measured the utilization of the Job Descriptive Index (JDI) to assess pride with work, pay, advancements, supervision, and fulfillment with collaborators. The creators measured hierarchical correspondence with the Roberts and O'Reily (1974) (as specified in Pettit et al., 1997) authoritative discussion poll. Results demonstrated that undertaking general execution had a prompt feeble to-gentle dating with employment pride, proposing that progressions occurring in one of the variables can tolerably or pitifully have an effect on the other variable. People that favored unnecessary correspondence precision also had a more grounded courting in the middle of execution and procedure pride. The creators proposed that people who got right and clear data may show inordinate action execution which is expected to build procedure delight. Through introducing clean, right and suitable data, directors are significantly more prone to enhance execution and occupation pride inside their head honcho.

The relationship among correspondence joy and occupation pleasure has likewise been analyzed. Bakanauskienė, Bendaravičienė, and Krikštolaitis (2010) deliberate representative correspondence pride among 107 workers at a Lithuanian college. The scientists distinguished an applicable, enormous courting among correspondence pride and errand pride. Like past studies, apex control correspondence and correspondence atmosphere showed the absolute best connections with undertaking fulfillment.

Kumar and Giri (2009) led a comparative study inside Indian telecom and managing an account area. Records were aggregated from 380 lesser, center, and zenith degree chiefs. Enduring with the discoveries of Pincus (1986), Carriere and Bourque (2009), and Bakanauskienė, Bendaravičienė, and Krikštolaitis (2010), hierarchical discussion delight get to be seen to have a major radiant courting to process fulfillment. Examination has sincerely portrayed a sizeable relationship among authoritative correspondence and procedure delight. On the off chance that organizations can expand relentless advancement in the correspondence, it has the capacity be accepted that enhanced undertaking delight may be shown in response to that improvement (Kumar & Vijai, 2009).

Job Satisfaction Measurement

Work satisfaction has been assessed with each unmarried-thing or multidimensional thing measures. Of late, analysts have communicated issue that unmarried-article measures are less dependable than multidimensional measures, and should be deflected (choose & Klinger, 2008). Wanous, Reichers, and Hudy (1977) watched the unwavering quality for unmarried-object movement delight measures to be 0.67, dependability records normal are lower when contrasted with multidimensional measures of procedure fulfillment. Bretz (1994) connected a 3-item measure of assignment pride which found an unwavering quality of .85 (as refered to pick & Klinger, 2008).

Extra fulfillment units include the Minnesota delight Questionnaire (MSQ; Weiss, Dawis, England, & Lofquist, 1967) and the action Descriptive Index (JDI; Smith, Kendall, & Hulin, 1969) each with varying techniques. Both the JDI and MSQ measure two or three measurements of movement joy accepted to have the most impact on the representative.

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire (MSQ) is a usually utilized measure to assess worker procedure pride identified with unmistakable components of the sketches environment (Weiss et al., 1967; Carriere & Bourque, 2009). The MSQ has two varieties, a twenty thing short and a one-hundred article long shape contingent upon the degree of a component obliged (Weiss et al., 1967). A noteworthy point of interest of the MSQ is that it could gauge characteristic and extraneous procedure pride (Carriere & Borque, 2009). Inborn procedure delight communicates how individuals feel about the individual and specific commitments they experience. Outward process fulfillment is characterized as how people following give or take the outside components of the artistic creations situation which can be disconnected to the novel errand obligations experienced inside of business (Hirschfeld, 2000).

Job Descriptive Index

The job Descriptive Index (JDI) progressed by means of Smith et al. (1969) is in like manner normally used to survey laborer procedure delight. The JDI has more than one adaptation, which incorporate a seventy-thing extensive and a thirty thing speedy structure. While getting utilized nearby every other review, the short shape is

suggested (action Descriptive Index, n.D.). Rozonowski (1989) and Vroom (1964) (as noted in Kinicki, Schriesheim, McKee-Ryan & Carson, 2002) bear in mind the JDI to be one of the most extreme circumspectly assembled measures of procedure enjoyment.

Developed through Smith, Kendall and Hulin (1969), the JDI evaluates 5 measurements of movement fulfillment: pride with works of art, pay, co-representatives, advancements, and supervision. The current model (2009) comprises of all beforehand referred to measurements notwithstanding the procedure in vogue Scale (JIG; Aronson, Smith, Brannick, Gibson, & Paul, 1989). The JIG is an eight-thing scale intended to comprehensively degree specialist delight and goes with the 5 parts of the bona fide JDI. All things include short expressions, and respondents were ask to area a Y or an N consequent to the thing in the event that it portrays or does now not depict that variable. Respondents likewise infer in the event that they may be not able to focus. Items are scored one, zero, or three four. N, and Y separately. Johnson, Smith, and Tucker (1982) (as alluded to in Kinicki et al., 2002) showed that in spite of the fact that the scoring methodology is eccentric, dependability, solidness, and legitimacy of the five measurements have been no more generously uncommon among Likert-sort versus Y-N-?

2.5 Internal Communication

The numeral examination proposes that internal discussion is one of the variables which affected assignment delight (Anderson & Martin, 1995a, 1995b; Downs & Adrian, 2004; Downs & Hazen, 1977; Madlock, 2008; Orpen, 1997; Trombetta & Rogers, 1988; Varona, 1996). With enthusiastic and assessable correspondence, work forces is higher ready to catch their undertaking and are additional connected to it. These closures in higher execution and better occupation fulfillment (Downs & Adrian, 2004; Newstrom & Davis, 1997).

Downs & Hazen (1977) infer that correspondence is a critical element in regards to employment fulfillment considering the way that compelling discussion can bring about any of 4 stop impacts: productiveness, delight, courting with administration and profit. Moreover, Downs & Hazen (1977) situated out of their studies that the most intense correspondence components impacting movement

fulfillment have been close to home comments, courting with boss and verbal trade atmosphere.

Besides, Trombetta & Rogers (1988) variable out that their studies demonstrated that correspondence atmosphere, representatives' contribution in choice making and transparent get right of section to data are the verbal trade components which most have an impact on procedure fulfillment. Putti, Aryee, & Phua (1990) keep up that enjoyment with correspondence inside the association is connected with the amount of data accessible to the people working there. The creator deviates, and proceeds with that correspondence fulfillment is not generally identified with measurements stream. That is upheld by method for Anderson & Martin (1995a) who pronounce that in spite of the way that verbal trade bears individuals with material measurements in regards to their occupation and adds to undertaking pride, individuals looking for associations with both co-representatives and administrators to satisfy the interpersonal wishes of fulfillment and consideration. As an outcome, interpersonal interaction concerning the other of data and connections between individuals in the venture will have a superb impact on action delight.

It might be surmised that inward correspondence and occupation fulfillment are comparable variables in light of the fact that the aggressive increase got by successful internal verbal trade isn't best a final consequence of action fulfillment, however likewise the fine open relatives performed by means of legitimately learned workers. The conclusion is that powerful inward correspondence results in pleasantly educated staff which can be less more than likely to spread bits of gossip and a great deal more prone to watch the organization.

2.6 Measuring Internal Communication and Job Satisfaction
2.6.1 Measuring Job Satisfaction

Various contraptions have been progressed to degree movement fulfillment. Undertaking joy can be isolated in procedures. The overall system and issue approach. The worldwide methodology measures procedure delight as a solitary, basic feeling towards the errand, yet the component methodology has practical experience in the unique components of the assignment. The not irregular variables are compensations, advancement potential outcomes, periphery gifts, supervisor, co-individuals, action

conditions, the nature of the work, verbal trade and wellbeing (Spector, 2003). It is the creator's idea that the recent method will without a doubt supply additional dependable results on record that individuals may be fulfilled by one segment and frustrated with each other. Case in point, individuals can like their artworks conditions, then again, is tragic with their compensations.

Process in favored Scale (JIG) is an estimation device which measures global fulfillment and incorporates contraptions which don't reflect the uncommon sides of the occupation. Whilst the utilization of this estimation gadget regularly, one question on a seven-point scale which asks: "How happy or disillusioned would you say you are alongside your action?" Scientists likewise can utilize a portion of the inquiries soliciting the respondent pretty nearly uncommon elements from his or her errand joy like "how would you sense about your assignment more often than not?" (Ironson, Smith, Brannick, Gibson, & Paul, 1989). Through the utilization of this scale, the analyst is not proficient to uncover the reason at the back of the impacts (Downs & Adrian, 2004). The overall methodology may be gain in a few cases, however It just to get an idea of the circumstance along these lines. the specialist is fit for utilize the populace or the greater part of the individuals inside the office that can later be went with up with the guide of taking part in profound meetings with arbitrarily picked examples or with consideration organizations. Further, the creator asserts that the JIG scale can utilized after the total of the part scales.

The Job Descriptive Index (JDI) has mulled over to be the greatest frequently utilized level of errand pleasure (Downs & Adrian, 2004; Ironson et al., 1989; Spector, 2003). The scale contains 72 things assembled into five measurements: work, pay, advancement and co-representatives (Downs & Adrian, 2004). Various research infer that association with chief plays an immense position in how cheerful individuals are with their occupation (Downs & Hazen, 1977; Spector, 2003; Varona, 1996) and is therefore basic in all component method measures.

The Minnesota Satisfaction Questionnaire (MSQ) is like the JDI record. Respondents are intended to offer their feeling roughly 19 features of occupation joy, and it has a hundred things that degree fulfillment with each of the resulting: ability usage, satisfaction, interest, headway, power, business venture rules, reimbursement, co-workers, innovativeness, autonomy, moral qualities, acknowledgment, obligations,

insurance, societal position, administrator, supervision, range and working conditions (Downs & Adrian, 2004). The essayist keeps that the MSQ survey may utilized because of its breadth. It takes a respondent around 20 to 40 minutes to answer the poll and it expected that the response charge could be low.

At some point or another, a phenomenally new form, at initially advanced in Denmark has been adding to its notoriety among specialists inside of the Nordic countries. The model appears known European representative Index (EEI). The form demonstrates components for laborer pride, inspiration, devotion and duty taking into account the authoritative picture, administration, chief, collaboration, work condition, pay and remuneration and advancement (HRM: Rannsóknir or Ráðgjöf, 2011). The model should present the specialist an expectation with respect to the varieties in natural work inspiration and laborer undertaking pleasure essentially taking into account the seven components and how plausible it's miles that the representative is submitted and trustworthy to the office. The EEI list is an EU well known measurement instrument. Therefore, in order to capture and inspect the outcomes, specialists the uses of the EEI file are equipped for analyze their organization with diverse indistinguishable gatherings in the Nordic worldwide areas in expressions of action enjoyment. Then again, it can be inferred that stand-out workplaces, social varieties, and different desires among people inside those nations can influence the result when assessing the effects.
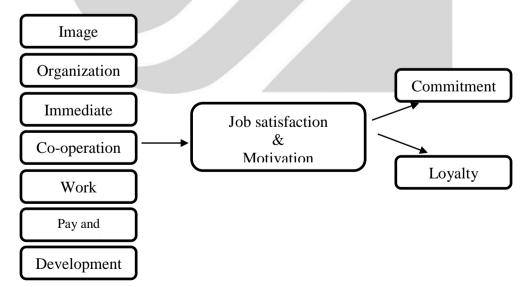
Figure 2.3 The European Employee Index (EEI)

Source: Chiang, Jang, Canter, and Prince, 2008

It reasoned that in spite of the way that the impacting components are not normally be proposed to be indistinguishable among the designs, affecting components including collaborators, director, pay rates, artworks conditions and change are all components that are largely utilized whilst measuring action delight. As the reason for this studies is to research the association between the inward correspondence and undertaking pleasure, the essayist may need to have utilized some of a couples of items represented above to gauge occupation delight. Nevertheless, the essayist resolved to utilize the CSQ instrument, checked inside of the following part because it conveys inquiries alluding to occupation joy and inner correspondence.

2.6.2 Measuring Internal Communication

Robertson (2005) contends that individuals cannot control what they can't degree. Due to this, chiefs need to locate a way of measuring on how to correspondence inside the organizations and what regions if any, need upgrades? Various units have been progressed to degree interior verbal trade. A celebrated poll that is utilized for measuring inside correspondence is the overall discussion alliance (ICA) review survey which is viewed as exceptionally complete in extension (Koning & Jong, 2007) and is ordinarily utilized close by diverse techniques (Downs & Adrian, 2004). The ICA review poll conveys 122 inquiries, which can be separated into eight segments, intended to cool the extreme imperative parts of the authoritative discussion. The poll is truly protracted and in this manner, it is the essayist's assessment that it is far unrealistic for an understudy research.

The essayist found the correspondence delight Questionnaire (CSQ) created through Downs & Hazen (1977) more prominent appealing. It intended to cool the equivalent floor in light of the fact that the ICA survey, in any case, is less finish and additional conceivable (Koning & Jong, 2007). This estimation device concentrates on workers' states of mind and judgment of various discussions rehearses, as those discernments will have an effect on the conduct of staff inside the partnership. With the presence of the CSQ survey, the demeanor of authoritative correspondence changed from being a one-dimensional thing to being multidimensional. "Individuals are not fulfilled or disappointed with the authoritative discussion. The CSQ poll gauges representatives' verbal trade by utilizing soliciting them a number from

inquiries with respect to selective verbal trade subjects. Besides, the CSQ survey is generally utilized as a benchmark instrument for scientists who wish to additionally degree errand fulfillment and contrast it with any or all the correspondence subjects being measured (Downs & Adrian, 2004). Whilst adding to the survey, Downs and Hazen discovered that correspondence fulfillment got to be roused through 8 variables. Later, they supplemented additional elements. Thusly, the poll comprises of ten components and each angle comprises of five contraptions chose by means of preparatory issue assessment. These points range from interpersonal correspondence to a conclusion on the general association discussion (Downs & Hazen, 1977). The creator utilized various of these ten components for help in developing the survey while making the poll for this proposal studies.

The ten factors are:

- Organizational Perspective
- Personal Feedback
- Organizational Integration
- Supervisory Communication
- Communication Climate
- Horizontal Communication
- Media Quality
- Subordinate Communication
- Top Management Communication
- Interdepartmental Communication

Hierarchical state of mind envelops records at the boss all in all. It comprises of releases in regards to changes, monetary results and the hierarchical head honcho's general regulations and objectives. Non-open criticism is identified with representatives' need to perceive how they are being judged and the way their execution is being assessed. Hierarchical Integration implies the certificate to which individuals get information more or less their closest environment. Components incorporate the level of joy with information about departmental arrangements, the prerequisites of their procedure and individual information. Supervisory

correspondence includes correspondence with bosses, both upward and descending. The principle elements are the degree to which bosses are interested in new thoughts, the amount to which chiefs' think and focus, and the volume to which bosses and administrators offer directions or help in settling employment related issues. Verbal trade atmosphere comprises of correspondence on each the hierarchical and individual extents. It comprises of devices comprising of to what amount correspondence inspires and animates people inside of the undertaking to satisfy authoritative objectives and to what degree it makes them choose with the business endeavor. Furthermore, it incorporates thoughts of regardless of whether people groups' states of mind toward correspondence are colossal inside the company. Level correspondence approach to what volume people and casual verbal trade is particular and streaming between individuals. This thing likewise looks at the amount of the grapevine. Media acceptable comprises of the correspondence channels, which are gatherings all around sorted out and the certificate to which composed tips are brief and clear.

A subordinate discussion includes upward and descending discussion with subordinates. Best individuals in supervisory positions react to these articles which include subordinate responsiveness to the descending correspondence, and the degree to which subordinates start the upward verbal trade. Zenith control verbal trade assesses the verbal trade of apex control with authoritative individuals. This issue comprises of top control demeanors toward openness to new thoughts, mindful, and readiness to focus. Interdepartmental correspondence includes correspondence this is required among the phenomenal branches of the organization. It incorporates components including settling inconveniences, collaboration, and correspondence amongst chiefs (Deconinck et al., 2008; Downs & Adrian, 2004; Downs & Hazen, 1977; Downs et al., 1973; Koning & Jong, 2007; Varona, 1996). Downs and Hazen keep that the three components, individual comments, correspondence climate and Supervisory discussion are the 3 elements which have had the most effective connection with procedure fulfillment of their studies on interior verbal trade (Downs & Adrian, 2004; Downs & Hazen, 1977).

Regardless of the way that the CSQ poll has confirmed to be trustworthy and genuine, there are a few districts of concern. The greater part of the inquiries has an applied twisted toward correspondence practices of others. Subsequently, the survey

ought to incorporate more prominent self-assessment of discussion. By means of doing that, people may be additional, cognizant when noting the poll that they first must interchange their behavior before anticipating that others should change or carry on well toward them. The creator is of the feeling that it's miles critical that supervisors observe work force' demeanor toward discussion inside the association and verify representatives comprehend the given records. By means of doing as such, chiefs are prone to talk additional viably and representatives are more inclined to get the message. Inside the consequent part, the creator will depict the case investigate utilized for this exploration, TI.

CHAPTER 3
METHODOLOGY

In this study of communication channels that effected employees' motivation and satisfaction in shop's floor are of TI Automotive (Thailand) Limited at Rayong Branch in Eastern Seaboard Hemaraj Rayong. Designing research is a major role in doing because it can exhibit the connection study of explaining of the research (Trochim, 2002). It named as a structure of the research, which can illustrate the workflows or what researcher needs to be complete. (De Vaus, 2002).

3.1 Sample and Population

The desired sample in this study is specified as the employees who are working in a shop's floor of TI Automotive (Thailand) Limited at Rayong Branch in Eastern Seaboard Hemaraj Rayong. Approximately a number of 150 observations should be sufficient is 100 percentage of shop floor's employee from 5 department is Production, Quality, Warehouse and Logistics, Engineer and Maintenance. The total 150 staff came from TI Automotive (Thailand) limited whom working in at Rayong Branch within up to date for this research (updated on 10th January 2015).

3.2 Research Methodology

Johnson (2006) and Saunders (2009), reason for study from research communication channels that effect employees' motivation and satisfaction in shop's floor are of TI Automotive (Thailand) Limited at Rayong Branch in Eastern Seaboard Hemaraj Rayong so as to investigate (2008 cited Saunders et al., 2009).

Since consent has involved in the process that individual may make a decision whether for join in this research. For researcher's duty assure participants to understand the objective and process completely and also the risks that they are involved (Best and Kahn, 2006; Jones and Kottler, 2006}. Therefore, the form of consent should be they take the study by questionnaire with interview.

3.3 Data collection

3.3.1 Primary Data

Primary data consists of raw data and gathered data for the current research (Hair et al., 2006). As the aim of this research is to obtain specific information about a defined problem, the author decided to execute a quantitative research to collect the primary data. As Hair stated that the quantitative research is usually associated with surveys or experiments and is considered the primary method of the research industry for collecting data" (Hair et al., 2006, p. 171) and the soft of poll relies on upon the technique for the review (Chisnall, 2005). The creator chose to gather the essential information by directing a profoundly organized poll overview with formal inquiries. Organizing a survey includes taking surely understood arrangements of scale estimations and sorting out them into a complete estimation for speaking with and gathering crude information from respondents (Hair et al., 2006). Additionally, RU's yearly report from 2010 was useful essential information for this examination as it furnished the creator with noteworthy data about the college when all said in done.

3.3.2 Secondary Data

Secondary data exist in two forms. Internal secondary data which are data collected by the organization for accounting purposes or marketing activity reports and external secondary data which consist of data collected by outside agencies such as the federal government, trade associations, or periodicals or even through marketing research (Hair et al., 2006). The reason for using secondary data is to save the researcher time and money (Chisnall, 2005). It is therefore important that the researcher evaluate the information gathered through the secondary research to find out if it is relevant to the research or not.

3.3.1 Questionnaires

As Hair expressed that a questionnaire is a formalized structure which comprises of various inquiries and scales which have the motivation behind creating essential crude information" (Hair et al., 2006, p. 429). The poll is an indispensable piece of the study, and the nature of the exploration relies on upon an all around

outlined survey (Chisnall, 2005). The general type of surveys can be partitioned in two distinct sorts. A very organized survey comprises of formal inquiries where the point is to get answers of constrained reaction. Institutionalized inquiries controlled in the same path to all respondents. The other kind of survey is an unstructured poll where analysts relying upon the way of the exploration point supplant formal inquiries. "The specialist empowers discussion and respondents have the capacity to reply in their own particular words in open-finished inquiries" (Chisnall, 2005, p. 134). Chisnall (2005, p. 138) keeps up that there are three things which are important to guarantee a genuine reaction to an inquiry.

1. Respondents must have the capacity to comprehend the inquiry.

2. Respondents must have the capacity to give the data asked.

3. Respondents must be willing to give the asked for data.

Moreover, it is indispensable that the inquiries use basic words and are short and particular. As the creator chose to utilize an exceptionally organized poll overview with formal inquiries, the inquiries utilized were shut inquiries, aside from one, which was open-finished. Shut inquiries call for exceptionally constrained reaction. The respondent offered a decision of option answers from which the respondent relied upon to choose an answer relating to his or her own perspectives on a specific subject. Shut inquiries may be straightforward option questions, which have just two decisions of reaction or multi-decision questions. The examination issue of this proposition is of the nature that multi-decision inquiries are well fitting. Consequently, it is proper that respondents had the capacity look over a scope of conceivable answers, which intended to reflect diverse shades of sentiment. (Chisnall, 2005) The explanation behind picking an exceedingly organized poll overview, which comprises of shut and multi-decision inquiries, was not simply due to the way of the examination issue but since the specimen, size was too vast for a subjective study. The creator additionally trusted that the result would be more dependable if all full time representatives at RU took an interest in the overview as opposed to picking the respondents arbitrarily.

Quantitative overviews have a few critical favorable circumstances and the most known is that they can oblige huge specimen sizes. Besides, they can recognize little contrasts and utilization inclined measurable investigation. Then again,

quantitative reviews additionally have drawbacks that the creator was mindful of. One detriment being that it is hard to build up a precise survey. Besides, there are points of confinement to the top to bottom subtle element of the information structures and absence of control over opportuneness, and additionally conceivably low reaction rates. Finally, it is frequently hard to figure out if respondents are reacting honestly or not (Hair et al., 2006).

3.3.2 Structuring the Questionnaire

Prior to the survey was characterized, the creator considered the yearly report and the optional information completely. The creator was mindful that the review should have been being particular and very much characterized, and the data must be factor exactly. Moreover, the creator was mindful of the significance of an all-around characterized poll and thusly directed a pilot testing. The creator re-composed the inquiries commonly and built the multi-decision questions until the poll contained a study, which was particular, clear and justifiable. In addition, the creator tried the overview on various individuals before its execution. The creator utilized a surely understood estimation instrument for bolster when planning the poll, that is, the Communication Satisfaction Questionnaire (CSQ), created by Downs and Hazen (1977) which shows ten elements on a seven point scale which shift from interpersonal correspondence to fulfillment with the association's correspondence atmosphere. The survey analyzes interior correspondence by asking individuals inside of associations a few inquiries on diverse correspondence subjects. Besides, the CSQ likewise measures work fulfillment and its connection with inward correspondence. The creator picked components to bolster which were identified with the exploration inquiries of this postulation furthermore figures which have been demonstrated to have the most grounded connection to employment fulfillment. **These factors are:**

- Communication Climate
- Supervisory Communication
- Personal Feedback
- Horizontal Communication
- Organizational Perspective
- Media Quality

- Top Management Communication

The study will utilize collected primary data of communication channels that effect employees' motivation and satisfaction in shop's floor are of TI Automotive (Thailand) Ltd at Rayong Branch in Eastern Seaboard Hemaraj, Rayong.

These organizations will also use as the unit of analysis. This step took in order to distribute the questionnaires to the right amount of people and get the maximum effective responses. In this company, researcher will select the employees to be the respondents who work in the shop's floor. In addition, the way to let respondents to do the questionnaire is as follows.

3.4 Data analysis and Stat Test

After all information have been collected editing the data will be the first process to collect and make sure that all data it completeness so only the data that complete it will be use.

This research use measurement values by Likert scaling techniques follows;

$$\text{Interval (I)} = \frac{Range(R)}{Class(C)}$$

R = Highest score - lowest score   =   5-1
C = Interval Scale   =   5
Interval (I) $\dfrac{5-1}{5}$ =   0.8

Interpretation measurement

The score	1.00-1.80	means	Strongly disagree
The score	1.81-2.61	means	Disagree
The score	2.62-3.41	means	Neutral
The score	3.42-4.21	means	Agree
The score	4.22-5.00	means	strongly agree

Processes after Likert level are;

1) Run Data Analysis Program

2) Mean calculate.

The score for following totally 5 level (Likert, 1932) as followings,

Level 1: 5 is Strongly Agree,

Level 2: 4 is Agree,

Level 3: 3 is Neutral,

Level 4: 2 is Disagree

Level 5: 1 is Strongly Disagree

3) Test Questionnaire by IOC Process.

4) Sampling of Questionnaire test of reliability statistics is cronbach's alpha 30 people.

Pretest of research instrument:

Content Validity

Content validity is one of the first ways to ensure the validity of a questionnaire (Mora, 2011).The researcher had to collect the comment and rating scores from three specialists which were involved with the research topics to consider the questions in survey. In this research use IOC (Item-Objective Congruence) > 0.75 test (Hambleton's, 1997)

IOC was reviewed and rated by three specialists. They appreciated their time to help for rating the scored in every question.

The rating score had three levels as follows,

"+1"   means as the questions is clearly

 "0"   means, as the questions is unclear.

"-1"   means as the questions is miss the point

All of the score that three specialists were rated can interpret by an index evaluation and interpretation of IOC as follows (Hambleton's, 1997);

Over 0.75   means the questions are valid and acceptable.

Equal 0.75   means the questions are objective congruence.

Less than 0.75 means the questions are invalid and unacceptable.

The index of IOC is calculation by this following formula;

$$IOC = \frac{\sum R}{N}$$

From above formula, the $\sum R$ is total scored by three specialists. N are a number of specialists in this research use 3 persons. And the IOC is index of item-objective congruence.

Interpretation of IOC;

In case IOC $\geq$ 0.5 means the questionnaire related with the research objectives or related with measuring variables.

In case IOC $\leq$ 0.5 means the questionnaire unrelated with the research objectives or unrelated with measuring variables.

The questionnaire in this research has four parts evaluated by three specialists. The questionnaire which had rated score 1.0 the researcher will excise and edit follow as the specialist advice.

Thus, after the researcher edited the questionnaire, there are 26 items left and the total IOC was equal 1.0, which were in acceptable level.

Reliability Test

Reliability test is the degree to estimate the stable and consistent of the questionnaires. Internal consistency reliability is a measure of reliability used to evaluate the degree to which different test items that seek the same or very close results (Phelan & Wren).

Cronbach's alpha is a tool for measured the internal consistency of the questionnaires, to analyze how close of set of the questions, do they relate with each other or not? This tool is measuring by scale reliability (california). For research purposes the Cronbach's alpha resulted should be more than 0.7 (Cronbach's alpha).

In this research we use Cronbach's alpha to analyze the internal consistency of the questionnaires. This research is focus on employee who are working TI Automotive (Thailand) Limited; Shop Floor area, therefore the pre-test of the questionnaire was sent to 30 respondents by interview. The resulted of Cronbach's alpha show in table 3.1;

Table 3.1 Reliability test resulted of the pre-testing questionnaires.

Variables	Cronbach's Alpha	Number of questions
Communication Climate	.869	3
Supervisory Communication	.865	2
Personal Feedback	.865	2
Horizontal Communication	.866	4
Organizational Perspective	.865	3
Media Quality	.865	8
Top Management Communication	.866	4

From the resulted table, reliability test from the pre-testing questionnaires with Cronbach's alpha, in every segment questions the value of cronbach's alpha are more than 0.7, which means the questionnaires, are acceptable in reliability test.

3.5 Statistical analysis

The following statistical analysis used in the study in order to draw conclusions based on the empirical research findings. Descriptive and inferential statistics used for the study. Descriptive statistics used in assessing the composition of the sample and inferential statistics employed in order to make inferences about the population.

3.5.1 Descriptive statistics

Churchill and Dark brown (2004:545) identify detailed figures as the submitting regarding reactions over a varying, including actions regarding key habit like necessarily mean, median and manner actions from the distribute or even variant from the submitting like variety, alternative and common deviation. In line with Terre Blanche, Durrheim, and Electrician (2007, p. 194), regularity submitting is defined as a graphical or even tabular portrayal when the beliefs of the varying are generally plotted against the number of situations regarding incidences. Frequency submitting with regard to convey info is not hard to generate because numbers represent different

types and the specialist must rely the number of men and women throughout every group and represent that graphically. The particular regularity submitting implies just how well known the different beliefs from the varying are generally on the list of system regarding analysis (Tustin et 's., 2005:523). Frequency distributions employed to explanations the review info in this examines and this proven in every sections of the customer survey. The info will likely be introduced by means of signifies and percent. The particular detailed analysis claimed over the following page.

The particular math necessarily mean will be the sum a collection of beliefs separated by means of their own range. It is additionally a great approximation way of measuring key position with regard to metric info (interval and ration data) only. The particular signifies ended up computed for every component that graded regarding their own value. Additionally, signifies ended up computed to determine differences concerning people who are confused by means of over alternative and the various age group different types. The particular signifies claimed over the following page.

3.5.2 Forward multiple regression analysis

For exploration to figure out whether the correspondence channel clarified a considerable extent of the fluctuation in general employment fulfillment. Impact size as showed by the R2 quality deciphered for any measurably huge informative variables utilizing Cohen"s (1988) impact size descriptors as suggested by Kotrlik, Williams and Jabor (2010). Cohen"s (1988) impact size descriptors are as per the following: .0196 is a little impact estimate; .1300 is a moderate impact size; and .2600 is an expansive impact size.

The Pearson product-moment correlation coefficient was utilized to for exploration address 4 to figure out whether a relationship existed between inner correspondence and employment fulfillment. The outcomes were translated utilizing Davis (1971) impact size descriptors. The Davis (1971) descriptors are as per the following: .70 or higher coefficients show an exceptionally solid affiliation; .50 to .69 coefficient demonstrate a generous affiliation; .30 to .49 coefficient demonstrate a moderate affiliation; .10 to .29 coefficient demonstrate a low affiliation; and .01 to .09 coefficient show a unimportant affiliate.

CHAPTER 4
RESEARCH FINDINGS

This section gifts results by detailed studied connected with respondents' group files and firm characteristic files with the respondents and gifts the particular hypothesis test effects.

Through the prior section, the particular analyst solved the data series approach that was operations via Individual reference progress division. Your taste size on this investigation is actually 150. In this particular section, the particular analyst will certainly clarify the particular come on the statistical result as follow;

4.1 Descriptive analysis of Demographic Factors

4.2 Descriptive analysis of Communication Channels in TI

4.3 Inferential analysis: Hypothesis Testing

4.1 Descriptive analysis of demographic

Table 4.1 Frequency and percentage of demographic factors followed by Gender

Gender	Frequency	Percent
Male	102	68.0
Female	48	32.0
Total	150	100.0

From the table 4.1, the percentage of gender employees of 150 people found that most employees were male and 68.0 percent female, 32.0 percent.

Table 4.2 Frequency and percentage of demographic factors followed by Age

Age	Frequency	Percent
Under 20 years old	1	.7
20 – 30 years old	67	44.7
31 – 40 years old	78	52.0
Over 40 years old	4	2.7
Total	150	100.0

From the table 4.2, the percentage of the employee's age of 150 people found that 52.0 percent were aged 31-40 years, followed by the 20-30 years were 44.7 percent age older than 40 years were 2.7 percent under the age of 20 years.0.7 percent

Table 4.3 Frequency and percentage of demographic factors followed by Education

Education	Frequency	Percent
High school	10	6.7
Vocational	77	51.3
Bachelor's degree	51	34.0
Higher than bachelor's degree	12	8.0
Total	150	100.0

From the table 4.3, the percentage of the educational level of the staff of 150 people found that most employees with education Vocational percentage of 51.3 followed by the Bachelor's degree percentage 34.0 Higher than bachelor's degree 8.0 percent and High school 6.7 percent.

Table 4.4 Frequency and percentage of demographic factors followed by Work Experience

Work Experience	Frequency	Percent
Less than 1 year	10	6.7
1 – 3 years	123	82.0
More than 3 years	17	11.3
Total	150	100.0

From the table 4.4, the percentage of experience working staff of 150 people found that most employees experience 1 - 3 years is 82.0 percent, followed by work experience More than 3 years by 11.3 percent, and Less than 1 year 6.7 percent, respectively.

4.2 Descriptive Analysis of Communication Channels in TI

Table 4.5 The average ranking of the importance of channels of information

Channels	Mean	Std.	Level of agreement	Rank
Company Board Information	3.74	.839	Almost everyday	1
Department Board Information	3.01	.945	Several times a week	4
All Employee/Weekly Meeting	3.29	.856	Several times a week	3
Email	2.94	.899	Several times a week	6
Memo, Letter	2.74	1.000	Several times a week	7
Leader, Supervisor	3.68	.929	Almost everyday	2
Friends	3.00	.927	Several times a week	5

From table 4.5, the position of the mean of communication channels found that employees receive information from the first the Company Board Information (average 3.74), ranked 2nd Leader, Supervisor (average 3.68) ranks third is All Employee /.Weekly Meeting (average 3.29) ranks fourth is the Department Board Information (average 3.01), 5th place is more like a friend, etc. (average3.00), ranked 6thisEmail (average 2.94), and ranked 7th is Memo., Letter (average 2.74).

Table 4.6 The average of the importance on each communicate information of
communication channels in TI

Communication channels		Work	News	Manage	Change	Culture
Friends	mean	3.79	3.99	3.61	3.74	3.89
	S.D	.822	.966	.874	.944	.804
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**
Department Board	mean	3.57	3.58	3.78	3.70	3.80
Information	S.D	.972	.929	.767	.642	.827
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**
All Employee/Weekly	mean	3.55	4.08	3.81	3.84	3.67
Meeting	S.D	1.059	.782	.669	.875	.783
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**
Email	mean	3.92	3.95	3.84	3.85	3.70
	S.D	.823	.775	.769	.736	.766
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**
Memo, Letter	mean	3.93	3.85	4.00	4.08	4.01
	S.D	.720	.683	.714	.782	.700

| level of agreement | | agree | agree | agree | agree | agree |

Table 4.6 The average of the importance on each communicate information of
communication channels in TI (Cont.)

Communication channels		Work	News	Manage	Change	Culture
Leader, Supervisor	mean	4.01	4.04	3.99	4.05	3.85
	S.D	.700	.741	.807	.826	.854
level of agreement		agree	agree	agree	agree	agree
Company Board	mean	4.17	3.81	4.06	3.89	4.04
Information	S.D	.607	.878	.707	.807	.802
level of agreement		agree	agree	agree	agree	agree

The table 4.6 found that information on various aspects Employee has a way to get the news. The work, most employees receive data from other channels, including the most Company Board Information(average4.17), followed by the Leader, Supervisor (average 4.01) Memo, Letter (average 3.93) Email (average 3.92). Company Board Information (average 3.79) and the friends (average 3.57).

The news, most employees receive data from All Employee/Weekly Meeting , (average4.08), followed by the Leader, Supervisor (average 4.01) Company Board Information (average 3.99) Email (average 3.95)from other channels, including the most friends(average3.81) Memo, Letter (average 3.85) and the Department Board Information (average 3.58).

The manager, most employees receive data from other channels, including the most Company Board Information(average4.06) followed by the Memo, Letter (average 4.00)Leader, Supervisor (average 3.99)Email (average 3.84) All Employee/Weekly Meeting , (average3.81), the Department Board Information (average 3.78) and friends (average 3.61).

The Change, most employees receive data from Memo, Letter (average 4.08) followed by the Leader, Supervisor (average 4.05) other channels, including the most friends (average3.89) Email (average 3.85) All Employee/Weekly Meeting, (average3.84) Company Board information (average 3.74) and the friends (average 3.70).

The Culture, most employees receive data from other channels, including the most Company Board information(average4.04)followed by the Memo, Letter (average 4.01) friends (average 3.89) Leader, Supervisor (average 3.85) the

Department Board Information (average 3.80) Email (average 3.70) and All Employee/Weekly Meeting , (average3.67).

Table 4.7 The average of the employee motivation and satisfaction

Employee motivation and satisfaction		A	B	C	D	E	F	G
My employer encourages me to work	mean	4.12	3.36	3.37	3.60	3.48	4.17	3.98
	S.D	.859	1.560	1.603	1.170	1.399	.958	.871
level of agreement		**agree**	**neutral**	**neutral**	**agree**	**agree**	**agree**	**agree**
It is personally important for me..	mean	3.93	4.30	3.22	3.54	3.69	4.01	4.03
	S.D	.864	.749	1.428	1.329	1.024	1.074	1.026
level of agreement		**agree**	**Strongly agree**	**neutral**	**agree**	**agree**	**agree**	**agree**
I get enough feedback …	mean	3.78	3.93	4.15	3.71	4.13	4.05	4.07
	S.D	1.080	1.047	.932	1.046	.825	.745	.795
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**	**agree**	**agree**
Communication channels are placed rightfully	mean	4.13	4.07	4.09	2.57	3.59	3.45	3.17
	S.D	.762	.682	.675	1.704	1.171	.916	1.348
level of agreement		**agree**	**agree**	**agree**	**neutral**	**agree**	**agree**	**neutral**
I am satisfied for communication channels	mean	3.59	3.67	3.49	4.03	3.99	4.03	4.01
	S.D	.964	.960	.865	.827	.855	.750	.737
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**	**agree**	**agree**
The communication channel in which the organization has chosen is effective to me	mean	4.03	3.67	4.03	3.62	3.69	4.13	4.04
	S.D	.870	1.059	.847	.993	.711	.803	.924
level of agreement		**agree**	**agree**	**agree**	**agree**	**agree**	**agree**	**agree**

Remark: A = Company Board Information, B = Department Board Information, C = All Employee/Weekly Meeting, D = Email, E = Memo, Letter, F = Leader, Supervisor, G = Friends

From the table found that employee receive news channel that affect employee motivation and satisfaction is as follows.

My employer encourages me to work through ... effectively channel of communication that resulted in the highest Leader, Supervisor (average 4.17), followed by the Company Board Information (average 4.12) Friends (average 3.98) Email (average 3.60). Memo, Letter (average 3.48) All Employee / Weekly Meeting (average 3.37) and the Department Board Information (average 3.36).

It is personally important for me to have … for work channel of communication that resulted in the highest the Department Board Information (average 4.30) followed by from Friends (average 4.03)Leader, Supervisor (average 4.01), the Company Board Information (average 3.93)Memo, Letter (average 3.69)Email (average 3.54) and All Employee / Weekly Meeting (average 3.22)

I get enough feedback from my employer through …channel of communication that resulted in the highest the All Employee / Weekly Meeting (average 4.15)followed by Memo, Letter (average 4.13) Friends (average 4.07) Leader, Supervisor (average 4.05), the Department Board Information (average 3.93) the Company Board Information (average 3.78) and Email (average 3.71)

Communication channels in the organization are placed rightfully channel of communication that resulted in the highest the Company Board Information (average 4.07) followed by the All Employee / Weekly Meeting (average 4.09) the Department Board Information (average 4.07)Memo, Letter (average 3.59)Leader, Supervisor (average 3.45) and Email (average 2.57)

I am satisfied for communication channels which organization chosen to speak of channel of communication that resulted in the highest from Email (average 4.03).followed by the Leader, Supervisor (average 4.03), Friends (average 4.01) Memo, Letter (average 3.99) the Department Board Information (average 3.67)Company Board Information (average 3.59) and All Employee / Weekly Meeting (average 3.49)

The communication channel in which the organization has chosen is effective to me channel of communication that resulted in the highest Leader, Supervisor (average 4.13), followed by the Friends (average 4.04) the Company Board Information (average 4.03) All Employee / Weekly Meeting (average 4.03) Memo, Letter (average 3.69) the Department Board Information (average 3.67) and Email (average 3.62).

4.3 The relationship between the communication channel and perception of shop floor's employee satisfaction

Table 4.8 The relationship between the communication channel and perception of shop floor's employee satisfaction

Channels		Perception
Company Board Information	Pearson Correlation	.793[**]
	Sig. (2-tailed)	.000
Department Board Information	Pearson Correlation	.851[**]
	Sig. (2-tailed)	.000
All Employee/Weekly Meeting	Pearson Correlation	.840[**]
	Sig. (2-tailed)	.000
Email	Pearson Correlation	.677[**]
	Sig. (2-tailed)	.000
Memo, Letter	Pearson Correlation	.770[**]
	Sig. (2-tailed)	.000
Leader, Supervisor	Pearson Correlation	.751[**]
	Sig. (2-tailed)	.000
Friends	Pearson Correlation	.695[**]
	Sig. (2-tailed)	.000

From table 4.8 The analyzing the relationship between the communication channel and perception of shop floor's employee satisfaction, found that Company Board Information, Department Board Information, All Employee / Weekly Meeting, Email, Memo, Letter, Leader, Supervisor, Friends is a probability of less than.05.(0.000, 0.000. 000,0.000, 0.000, 0.000, and. 000, respectively). This shown that communication channel correlated with job satisfaction. Each channel has a correlation with the satisfaction of working with the Department Board Information and All Employee / Weekly Meeting Relevance high. Since there is a correlation coefficient equal. 851 and. 840, respectively (the value is between 0.8> R) Company Board Information, Memo, Letter, Leader, Supervisor, Friends and Email Relevance moderate. Since there is a correlation coefficient equal. 793, 0.770, 0.751, 0.695 and. 677, respectively (the value is between 0.6> R> 0.8)

Table 4.9 Mean, Standard Deviation and perception of communication channels

Communication channels	Mean	S.D.	Perception
The internal web	3.65	.891	Neither nor
Meetings	3.61	.802	Neither nor
Supervisor	3.73	.732	Neither nor
Co-workers	3.79	.846	Neither nor
Top management	3.85	.659	Neither nor
E-mail	3.95	.805	Neither nor
Average	3.76	.603	Neither nor

The table 4.9, found that Information on various aspects Employees have a communication channels., the result found that communication channels of level Neither nor (average 3.76) the first form E-mail (average 3.95) follows by the second Top management (average 3.85) Co-workers (average 3.79) Supervisor (average 3.73) The internal web (average 3.65) and Meetings (average 3.61)

Table 4.10 Mean Standard Deviation and level of agreement of Communication Climate

Communication Climate	Mean	S.D.	Level of agreement
I am satisfied with the amount and quality of information I get about TI's strategy and goals.	3.91	.835	Somewhat agree
I receive information from TI about management actions, accomplishments and/or failures before I hear the information in the news or from an outsider.	3.90	.825	Somewhat agree
I am satisfied with the amount and quality of information I get about events and changes within TI.	3.81	.662	Somewhat agree
Communication Climate	3.87	.658	Somewhat agree

The table 4.10 found level of agreement of Communication Climate, the result found that Communication Climate of level somewhat agree (average 3.87) the first is I am satisfied with the amount and quality of information I get about TI's strategy and goals. (Average 3.91) follows by the second I receive information from TI about

management actions, accomplishments and/or failures before I hear the information in the news or from an outsider. (average 3.90) and I am satisfied with the amount and quality of information I get about events and changes within TI. (Average 3.81).

In addition, TI needs to better coordinate its external along with internal conversation. Dunmore (2002) statements if external advertising and/or pr get to workers prior to they will listen to the information from the organization, the internal conversation provides hit a brick wall. According to the analysis, the majority of workers said which they acquire facts through TI with regards to managing actions, successes and/or problems prior to they will listen to the information from the media or through outsider.

Table 4.11 Mean, Standard Deviation and level of agreement of Supervisory
  Communication

Supervisory Communication	Mean	S.D.	Level of agreement
I receive information from co-workers about management actions, accomplishments and/or failures of TI before I hear the information from top management.	3.71	.782	Somewhat agree
I often lack information to perform my job properly.	3.97	.794	Somewhat agree
Supervisory Communication	3.84	.643	Somewhat agree

The table 4.11 found level of agreement of Supervisory Communication, the results found that Supervisory Communication is level of somewhat agree (average 3.84) the first I often lack information to perform my job properly. (Average 3.97) and I receive information from co-workers about management actions, accomplishments and/or failures of TI before I hear the information from top management (average 3.71).

Even though it is alleged that strong Interior verbal exchanges ought to start out at the top, scientific tests demonstrate that professionals are usually employees' ideal way to obtain details. This kind of study explains that staff with TI considers the information acquired off their professionals. Nonetheless, there could possibly be a minor gap between exactly how a great deal staff accept as genuine along with professionals as well as co-workers within the solely give as well as peak

administration within the reverse. As soon as considering answers to the particular issues directly below "how significantly as well as minor data with regards to your task as well as the faculty with wide-spread can you get hold of on the subsequent dialogue channels", the particular article writer discovered that the majority of regarding answerers get hold of quite lots as well as alternatively loads statistics through peak control.

Table 4.12 Mean, Standard Deviation and level of agreement of Personal Feedback

Personal Feedback	Mean	S.D.	Level of agreement
I am satisfied with the communication I have with my co-workers within TI.	4.04	.654	Somewhat agree
The communications I have with my co-workers are open and free flowing.	3.69	.941	Somewhat agree
Personal Feedback	3.87	.552	Somewhat agree

The table 4.12 found level of agreement of Personal Feedback, the result found that Personal Feedback of level somewhat agree (average 3.87) the first I am satisfied with the communication I have with my co-workers within TI. (Average 4.04). The communications I have with my co-workers are open and free flowing. (Average 3.69)

Madlock (2008) and Putti et al. (1990) keep that effective management communication leads to job pride and that how managers communicate has an awesome impact on personnel and their perception of the business enterprise. Furthermore, it is top management communication that plays the most vital element in creating worker commitment (Downs & Adrian, 2004). If trust and good relationships are maintained between employees and bosses at higher ranges within the hierarchy, upward verbal exchange is more likely to arise. That is vital since it makes it much more likely that humans will sense that they may be a part of the agency and they be counted. Furthermore, people will be unafraid to make suggestions for upgrades and come up with new thoughts, that's an essential part of employees' self-confidence, dedication and participation (Dunmore, 2002).

Based on the results from the studies and statistics from the Human useful resource manager at TI, the author interprets that the Rector has hooked up open and honest verbal exchange with employees. The Rector communicates with personnel thru electronic mail, conferences and informal staff meetings. Moreover, all of the personnel have smooth access to the Rector.

Table 4.13 Mean, Standard Deviation and level of agreement of Horizontal
Communication

Horizontal Communication	Mean	S.D.	Level of agreement
Overall the flow of information within TIA is sufficient.	2.92	1.013	Neither nor
My supervisor does not listen to me when I talk to him/her.	3.65	.518	Somewhat agree
I receive information about my job performance.	3.85	.789	Somewhat agree
Information I receive from co-workers is trustworthy.	4.06	.744	Somewhat agree
Horizontal Communication	3.62	.433	Somewhat agree

The table 4.13 found level of agreement of Horizontal Communication, the result found that Horizontal Communication of level somewhat agree (average 3.62). The item were level Somewhat agree that the first I am satisfied with Information I receive from co-workers is trustworthy. (Average 4.06) the second I receive information about my job performance. (Average 3.85) and the third my supervisor does not listen to me when I talk to him/her. (Average 3.65) and item level nor were Overall the flow of information within TI is sufficient. (Average 2.92)

Table 4.14 Mean, Standard Deviation and level of agreement of Organizational
Perspective

Organizational Perspective	Mean	S.D.	Level of agreement
I do not follow news about TI.	3.76	.587	Somewhat agree
Information I receive from my supervisor is trustworthy.	3.61	.802	Somewhat agree
I am satisfied with the amount of information I receive concerning the department I belong to.	3.95	.925	Somewhat agree

Organizational Perspective	3.77	.475	Somewhat agree

The table 4.14 found level of agreement of Organizational Perspective, the result found that Organizational Perspective of level somewhat agree (average 3.77) the first I am satisfied with the amount of information I receive concerning the department I belong to. (Average 3.95) I do not follow news about TI (average 3.76) and Information I receive from my supervisor is trustworthy. (Average 3.61)

The writer results which the boss executes an essential function throughout the way pleased workers are usually with all the spoken exchange of their side branch considering that workers on TI employ a excellent connection with their boss. Consequently, some sort of connection amongst these types of aspects is available. In addition, Covey (2004) boasts which accept because correct using is the glue which holds organizations and also human relationships with each other, knowing that aspect has got to start on the actual pinnacle with the actual top manager in order to control human beings on lower amounts.

Table 4.15 Mean Standard Deviation and level of agreement of Media Quality

Media Quality	Mean	S.D.	Level of agreement
My knowledge and talent are not put to good use in my job.	3.88	.785	Somewhat agree
Information I receive from top management is trustworthy.	3.80	.905	Somewhat agree
The communications I have with top management are open and free flowing.	3.87	.971	Somewhat agree
My supervisor is open to new ideas.	4.01	.781	Somewhat agree
My job is not valued appropriately.	3.58	1.107	Somewhat agree
I receive recognition for my job.	2.75	.964	Neither nor
I have all the materials and equipment needed to do my job.	3.61	.577	Somewhat agree
I experience solidarity among my co-workers.	3.86	.786	Somewhat agree
Media Quality	3.67	.447	Somewhat agree

The table 4.15 found level of agreement of Media Quality, the result found that Media Quality of level somewhat agree (average 3.67). The item were level somewhat agree that the first my supervisor is open to new ideas. (average 4.01) the second My knowledge and talent are not put to good use in my job (average 3.88) the

third The communications I have with top management are open and free flowing. (average 3.87) I experience solidarity among my co-workers. (average 3.86) Information I receive from top management is trustworthy. (average 3.80) I have all the materials and equipment needed to do my job. (average 3.61) and My job is not valued appropriately. (Average 3.58) and item level nor were I receive recognition for my job. (Average 2.75)

Table 4.16 Mean, Standard Deviation and level of agreement of Top Management
　　　　　Communication

Top Management Communication	Mean	S.D.	Level of agreement
My supervisor trusts me.	3.97	.772	Somewhat agree
My supervisor praises me.	3.69	.601	Somewhat agree
I know what expected of me in my job.	3.75	.971	Somewhat agree
How satisfied or dissatisfied are you with your job?	3.93	.803	Somewhat agree
Top Management Communication	3.86	.492	Somewhat agree

The table 4.16 found level of agreement of Top Management Communication, the result found that Top Management Communication of level somewhat agree (average 3.86) the first my supervisor trusts me (average 3.97). How satisfied or dissatisfied are you with your job? (Average 3.93) I know what is expected of me in my job (average 3.75) and my supervisor praises me (Average 3.69).

The overall records waft at TI seems to be acceptable. But, there may be a distinguished distinction of pleasure degree among one-of-a-kind statistics purposes. Fact concerning employees reaches the best score, because of this that employees are most glad with the quantity of information regarding the branch they belong to. Moreover, a high range of employees is aware of what anticipated of them of their task. Thus, it's far concluded that records drift inside TI´s departments is in trendy great, despite the fact that in some instances more information is needed that allows you to perform the task well.

Many researches, which include Covey (2004), Bowditch & Buone (2005) express, that will rising shared accept as genuine having among individuals brings about available in addition to loose-flowing communication. The have confidence in factor scores on top of that reports because that will fifth there is 89.8% connected

with respondents declare that the data they will get hold of using their supervisor can be reliable in addition to 91.4% assume that they could be trustworthy with their particular inspector. Beslin & Reddin (2004) and Kinicki & Kreitner (2008) point out that will have confidence in can be built via several variables such as jamming in addition to comments.

4.4 The relationship between the internal communication and Job Satisfaction of TI employees

Table 4.17 Pearson Correlation between the communication channel and Job Satisfaction of TI employees

The relationship		Job Satisfaction of TI employees
Communication Climate	Pearson Correlation	.664[**]
	Sig. (2-tailed)	.000
Supervisory Communication	Pearson Correlation	.750[**]
	Sig. (2-tailed)	.000
Personal Feedback	Pearson Correlation	.627[**]
	Sig. (2-tailed)	.000
Horizontal Communication	Pearson Correlation	.466[**]
	Sig. (2-tailed)	.000
Organizational Perspective	Pearson Correlation	.677[**]
	Sig. (2-tailed)	.000
Media Quality	Pearson Correlation	.497[**]
	Sig. (2-tailed)	.000
Top Management Communication	Pearson Correlation	.420[**]
	Sig. (2-tailed)	.000

From table 4.16 The analyzing the relationship between the communication channel and Job Satisfaction of TI employees found that Communication Climate, Supervisory Communication, Personal Feedback, Horizontal Communication, Organizational Perspective, Media Quality and Top Management Communication is a probability of less than.05.(0.000, 0.000. 000,0.000, 0.000, 0.000, and. 000,

respectively). This shown that communication channel is correlated with job satisfaction. Each channel has a correlation with the satisfaction of working with the Communication Climate, Supervisory Communication, Personal Feedback and Organizational Perspective Relevance moderate. Since there is a correlation coefficient equal. .664, .750, .627 and .677 respectively (the value is between 0.6> R> 0.8) and Horizontal Communication, Media Quality and Top Management Communication Relevance low. Since there is a correlation coefficient equal. .466, .497 and .420, respectively (the value is between 0.0> R>0.6).

SECTION C: The relationship of Job Satisfaction of TI employees.

Table 4.18 Regression between factors of Job Satisfaction of TI employees

Variables	B	Std.Error	Beta	F	Sig
(Constant)	.486	.425		1.144	.254
Communication Climate (X_1)	.414	.058	.452	7.164	.000
Supervisory Communication (X_2)	.261	.062	.279	4.235	.000
Personal Feedback (X_3)	-.180	.071	-.165	-2.531	.012
Horizontal Communication (X_4)	-.023	.091	-.017	-.256	.799
Organizational Perspective (X_5)	.531	.088	.418	6.005	.000
Media Quality (X_6)	-.210	.100	-.156	-2.104	.037
Top Management Communication (X_7)	.056	.080	.046	.703	.483

*Significant at or below 0.05 level

Table 4.18 Regression analysis between factors of Job Satisfaction of TI employees, Found that the Job Satisfaction of TI for this variable is related to the employee. In addition, explain the influence of Job Satisfaction in the work of 78.80% for predicting the Job Satisfaction of employees is as follows.

According to the standardized regression coefficients (Beta) found Communication Climate Beta = .452 Supervisory Communication Beta = .279 Personal Feedback Beta = .165 Horizontal Communication Beta = .017 Organizational Perspective Beta = .418 Media Quality Beta = .156 and Top Management Communication Beta = .046, which results in the equation, multiple regression to forecast the influence of Job Satisfaction to work as follows.

Job Satisfaction to work (Y) = $0.452X_1 + 0.279X_2 - 1.65X_3 + 0.418X_5 - 1.56X_6$

This equation shows the factors that influence job satisfaction of employees. Are Communication Climate, Supervisory Communication, Personal Feedback, Organizational Perspective and Media Quality.

Internal communication is significant in each business (O. Hargie & Tourish, 2000; Koontz & O'Donnell, 1986; Steers, 1986; wood, 1999). It is because it's far basic that men and women within the corporation acquire stat which is crucial to their own work along with meets their own wishes in words connected with information. Nevertheless, numerous variables result internal communication. Newstrom & Davis (1997) preserve which wide open along with unfastened-flowing stats is actually the main a component of growing effective internal communication given it motivates people to get concerned along with amount stats. Using the intention to solution the initial study query with the thesis, the author analyzed the end results connected with many of the inquiries concerning exactly how delighted or disenchanted workers had been having numerous variables concerning regular intrinsic conversation.

The study implies that this worker is actually below average delighted by the final waft connected with facts inside of TI. Therefore, this author's interpretation with the consequence is actually that your high percentage connected with participants appears to be to obtain the details many people agree with they have to obtain along with, for that reason, are usually nor satisfied nor frustrated.

Using the link between these inquiries, it really is miles noticeable that this stats stream inside of personnel' sectors is actually greener as opposed to entire stream connected with details within the school for overall. In keeping with Downs along with Adrian (2004), this spoken change element which often obtains small degrees any time inspecting internal communication would be the discussion concerning sectors. Of which query seemed to be will no longer protected from the writer´s questionnaire, nevertheless however dependant on effects from your earlier mentioned inquiries along with information from Downs along with Adrian, presumed which this really is true from TI.

Inside stage having Trombetta & Rogers (1988), wide open along with loose-flowing conversation along with clear acquire appropriate connected with gain access to details leads to exercise full satisfaction. Thus, concluded that there could be a new

difference concerning both of these issues from TI. The studies implies that people comprehend what is considered expected advisors nevertheless which permits you to accomplish this properly, higher information is actually desired in lots of instances.

The general stats go with this stream from TI seems to be best suited. But, there's a notable distinction connected with excite stage concerning unusual stats uses. Facts concerning workers sectors gets to the top score, because of this which workers are usually utmost very happy with the amount of stats about the side branch many people are part of. Moreover, the excessive variety of workers is aware what is considered believed advisors of the job. Therefore, it's far concluded that details waft inside of TI´s sectors is in fashionable extraordinary, while in a very number of instances higher facts should be used to be able to execute the duty very well.

Various review such as Covey (2004), Koontz & O´Donnell (1986), Bowditch & Buone (2005) along with Middlemist & Hitt (1988) declare that growing shared consider concerning men and women leads to wide open along with loose-flowing conversation. The consider factor scores excessive within this studies considering that 90. 8% connected with participants suggest that the important points many people obtain off their supervisor is easy along with ninety-one. 4% think about that they are counted in simply by their own supervisor. Beslin & Reddin (2004) along with Kinicki & Kreitner (2008) mean that agree with is actually created through various aspects including being attentive along with suggestions.

The author results that this supervisor plays an essential function in exactly how satisfied workers are usually while using the conversation of their section in bill which workers from TI have an excellent relationship with their supervisor. Thus, a new relationship some of those variables could possibly be witnessed. Moreover, Covey (2004) claims which have confidence in would be the glue which supports corporations along with romantic relationships together and that element must commence with top through this PRESIDENT to be able to influence people from minimize varies. The studies suggest that the majority of workers inside TI think about the details many people attain from best management along with think about which conversation having top operations is actually wide open along with free-flowing.

The study implies that the majority of TI workers consider the info sent from best operations is actually dependable, along with claim that they have wide open along with free-flowing conversation having best operations. This can be determined useful regarding TI. Nevertheless, it does not take author´s opinion that this factor signifies a place connected with matter. Above all, workers have to obtain details from best operations. Though numerous studies indicate which employees' favored source of facts is actually off their administrators, facts from best operations is essential in order to produce member of staff full satisfaction along with commitment. It's clear that men and women from TI would like to know a lot more concerning best operations decisions along with just what their own decisions depend on. They want to obtain details from best operations and grow a lot more involved in the choice procedures extracted from the top. Thus, the author claims that it's essential to entail workers from the choice procedure; the activity that leads to higher knowledgeable plus more dedicated workers.

CHAPTER 5

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

Within this thesis, the writer has examined variables, communication channel and Job Satisfaction. The objective of this thesis is to examine the relationship between communication channels that effected employees' motivation and satisfaction in shop's floor are of TI Automotive (Thailand) Ltd at Rayong Branch in Eastern Seaboard Hemaraj Rayong. The conclusion of findings and recommendations are described in this chapter.

5.1 Summary and Conclusion of finding

5.1.1 Most of TI employees are male, aged31-40years, experience1 - 3 years. TIA employees receive information from the first the Company Board Information, leader, supervisor, and all employee, respectively.

5.1.2 The analyzing the relationship between the communication channel and perception of shop floor's employee satisfaction, found that Company Board Information, Department Board Information, All Employee / Weekly Meeting, Email, Memo, Letter, Leader, Supervisor, Friends has a correlation with the satisfaction of working with the Department Board Information and All Employee / Weekly Meeting Relevance high.

5.1.3 The relationship between the communication channel and Job Satisfaction of TI employees found that Communication Climate, Supervisory Communication, Personal Feedback, Horizontal Communication, Organizational Perspective, Media Quality and Top Management Communication are in relation with job satisfaction. Each channel has a correlation with the satisfaction of working with the Communication Climate, Supervisory Communication, Personal Feedback and Organizational Perspective Relevance moderate. The factors that influence job satisfaction of employees are Communication Climate, Supervisory Communication, Personal Feedback, Organizational Perspective and Media Quality as this equation;

Job Satisfaction = 0.452 (Communication Climate) + 0.279 (Supervisory Communication) – 0.180 (Personal Feedback) + 0.531 (Organizational Perspective) - 0.210 (Media Quality).

In summary there are many different method and 7 hypotheses, the researcher described the resulted into follows table (Table 5.1);

Table 5.1 The resulted of hypothesis testing

Hypothesis	Resulted
H1: Communication Climate has positive significant on perception of shop floor's employee satisfaction.	Accepted
H2: Supervisory Communication has positive significant on perception of shop floor's employee satisfaction.	Accepted
H3: Personal Feedback has positive significant on perception of shop floor's employee satisfaction.	Accepted
H4: Horizontal Communication has positive significant on perception of shop floor's employee satisfaction.	Rejected
H5: Organizational Perspective has positive significant on perception of shop floor's employee satisfaction.	Accepted
H6: Media Quality has positive significant on perception of shop floor's employee satisfaction.	Accepted
H7: Top Management Communication has positive significant on perception of shop floor's employee satisfaction.	Rejected

5.2 Discussion

5.2.1 Discussion in terms of internal communication and job satisfaction at TI

Studies presented earlier in this thesis point out that there is a relationship between internal communication and job satisfaction. The author wanted to investigate if that would be the case at TI, and the research conducted by the author reveals that there is a relationship between these two variables at the company. The analysis points out that in general employees at TI are satisfied with the internal communication within the company, and that they are in general satisfied with their job. The communication factors which employees at TI are most satisfied with are the relationship factors regarding supervisor and co-workers. These factors have also

been proven to influence job satisfaction. Moreover, the author conducted a cross tabulation on these two variables and job satisfaction where the outcome demonstrated that both these variables were highly related to job satisfaction at TI. Thus, the problem definition of this thesis is answered:

5.2.2 Discussion in terms of the relationship between internal communication and job satisfaction at TI.

Employees agree that information they receive from top management is trustworthy and the communication employees have with top management is on average open and free flowing. However, the research points out that the communication factor regarding amount of information from top management indicates an area of concern and should be analyzed further and addressed. Employees want to receive more information from top management and they want to be more involved in the decision processes. Argenti (2009) claims that by involving employees in decision making to make them feel a sense of belonging will lead to more satisfied and committed employees. Figure 4, created by the author, demonstrates that effective internal communication leads to communication satisfaction among employees within the organization which results in job satisfaction.
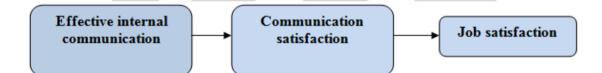

Figure 5.1 The Relationship Between Internal Communication And Job Satisfaction

These days, employees are usually much better knowledgeable in addition to want to know additional in regards to the business they work with (Argenti, 2009), consequently inside communication is crucial in each and every business as a way to develop a powerful in addition to qualified office. On the other hand, as a way to build powerful inside communication from TI, the author endorses which a communication technique must be produced from TI exactly where inside in addition to outside communication can be harmonized. The particular communication technique must be bundled using

the company's total technique the place that the aim is usually to manual employees inside attaining TI´s targets in addition to upcoming goals. The particular technique ought to make certain that each of the employees pick up exactly the same constant communications, obtain the same facts and still have exactly the same idea of just what the company means (Argenti, Howell, & Beck, 2005; Blundel, 2004).

While exhibited before within this thesis, this limit is inside and outside communication have no longer really exists. For that reason, powerful outside communication has to be based on distinct in addition to constant communications distributed through inside communication program. As a result, powerful outside communication commences using powerful inside communication (Slee & Harwood, 2004). Moreover, it is important to make certain facts sent to employees who arranged it for the total communication technique and that communications in order to employees are usually in accordance with outside communication actions (Slee & Harwood, 2004).

5.3 Recommendations

The objective of this research is to examine if there is a relationship between internal communication and job satisfaction at TI Automotive (Thailand) Limited; Rayong Branch. For that reason, this integration practice requires support by top managing to everyone staff on TI. By simply integrating an effective internal communication, TI will be more useful in speaking necessary subject areas including TI´s approach.

5. 3. 1 This research shows that 59. 6% of staff on TI agrees they are pleased with the amount along with high quality of data these people get regarding TI´s approach along with targets. The author thinks of which TI has got the potential to increase this specific number with additional useful connection.

5. 3. 2 Top management need to produce formulating this connection approach using guide by distributors by every section on TI using the use of choosing this company's internal along with outer connection. To offer the wanted outcome of useful internal communication, this implementation practice is actually most crucial. For that reason, the author recommends of which Promoting & Devices on TI must

produce implementing this approach regarding different connection pursuits. Also, it is critical of which Promoting & Devices management this connection practice in order that the communication channels used within TI will establish along with mature.

5.3.3 It is important to highlight of which internal communication seriously isn't a new undertaken that is certainly launched at a granted period after which it forgotten about. Internal communication is usually continuing practice without any beginning none closing. Since demonstrated above, this finding from this research indicate there are mostly two connection aspects which in turn fall under aspects of worry related to internal communication on TI. Most of these aspects are generally connection concerning top managing the connection route utilized on TI. It does not take author's perception the particular aspects will be more useful if your connection approach is established. It can be on top of that this author´s perception of which possessing an effective connection approach in position makes certain that this formal two-way connection in between managing along with staff plainly explained. Supervisors can easily far more successfully communicate this company´s approach, handle change along with stimulate staff that leads to better focused, far more dedicated and much more effective staff. A nicely applied approach can produce a new work environment using well-informed staff whom all working towards the similar goal and practical knowledge by themselves as an element of this staff.

5.3.4 It does not take author´s hope the "gap" in between awareness of benefit of connection and functionality will likely be finished from the nearby near future. Inability in internal communication will probably have an effect on businesses drastically because the notion of staff has very much influence on this organization´s fore seeable future good results. However, it is not this author´s judgment of which failing rate of internal communication resulted in a great "organization´s death", though failing rate may have a fantastic influence on career fulfillment and therefore good results amongst opponents. It does not take author´s hope until this thesis could be of great work with for Company to achieve its cut-through setting by means of strengthening its internal communication so that you can build far more connection fulfillment on TI as well as all round career fulfillment.

REFERENCE

Ahmad, A. H. (2006). *"Auditing Communication Satisfaction Among Academic Staff: An Approach to Managing Academic Excellence"*, The Business Review Cambridge, 5,330-333.

Alexander, E. R., Helms, M. M., Wilkins, R. D. (1989). *"The Relationship between Supervisory Communication and Subordinate Performance and Satisfaction among Professionals"*, Public Personnel Management, 18, 415-429.

Azhar, A. (2006). *"Auditing Communication Satisfaction Among Academic Staff: An Approach to Managing Academic Excellence"*, The Business Review, Cambridge, 5, 330-333.

Barrett, D. J., (2006). *Leadership communication: A communication approach for senior-level managers*. Handbook of Business Strategy*, 385-390. Doi: 10.1108/10775730610619124

Bakanauskienė, I., Bendaravičienė, R., & Krikštolaitis R. (2010).*Empirical evidence on employees' communication satisfaction and job satisfaction; Lithuania's university case*. Management of Organizations: Systematic Research*, 54*, 21-36.

Baldwin, A. (2012). *What hinders effective communication in the workplace?* Retrieved from http://smallbusiness.chron.com/hinders-effective-communication-workplace-15992.html

Blegen, M. A., & Mueller, C. W. (1987). *Nurses' job satisfaction: A longitudinal analysis*. Research in Nursing & Health*, 10*(4), 227-237.

Bull. (n.d.) *Nonverbal Communication*. Retrieved from www.nortonmedia.com/assets/user/articles/14.pdf.

Bailey, N. I. (2002). *The Relationship Between Organizational Climate and Job Satisfaction as Reported by Branch Campus Executive Officers in Multi-Campus College Systems*, Unpublished Doctoral Dissertation, University of Florida, UMI Dissertation Service.

Barker, R. & Camarata, M. (1998*)."The Role of Communication in Creating and Maintaining A Learning Organization: Preconditions, Indicators And Disciplines"*, Journal of Business Communication, 35, 443-467.

REFERENCE (Cont.)

Baysinger, S. D. (2004). *The Relationship between Participative Management and Job Satisfaction in an Insurance Industry Environment is unsatisfied.* Unpublished Doctoral Dissertation, Nova Southeastern University, UMI Dissertation Service.

Carriere, J., & Bourque, C. (2009).*The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of Communication satisfaction*. Career Development International, *14*(1), 29-49. Doi: 10.1108/13620430910933565

Chiang, C., Jang, S., Canter, D., & Prince, B. (2008). *An expectancy theory model for hotel employee motivation: Examining the moderating role of communication satisfaction*. International Journal of Hospitality & Tourism Administration, *9*(4), 327-351. Doi: 10.10 80/15256480802427263

Communication. (n.d). *In Merriam-Webster's online dictionary (11th ed.).* Retrieved from http://www.merriamwebster.com/dictionary/communication

Carriere, J., & Bourque, C. (2009).*The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of Communication satisfaction*. Career Development International, *14*(1), 29-49. Doi: 10.1108/13620430910933565

Chiang, C-F., Jang, S-C., Canter, D., & Prince, B. (2008). *An expectancy model for hotel employee motivation: Examining the moderating role of communication satisfaction*. International Journal of Hospitality & Tourism Administration, *9*(4) 327-351. Doi: 10. 1080/15256480802427263

Clampitt, P. G., & Downs, C. W. (1993). *Employee perceptions of the relationship between communication and productivity: A field study*. The Journal of Business Communication, *30*(1), 5-28.

Chambers, J. M. (1999). *"The Job Satisfaction of Managerial and Executive Women: Revisiting the Assumptions"*, Journal of Education for Business, 75 (2), 69-74.

Chang, J. C. (2006). *Communication Satisfaction in the Privatization Process: The Experience of a Taiwan Agency*, Unpublished Doctoral Dissertation, Tour University International, UMI Dissertation Service.

REFERENCE (Cont.)

Chappell, S. K. (1995). *The Relationship Between Organizational Climate and Job Satisfactions Reported by Community College Chief Instructional Officers*, Unpublished Doctoral Dissertation, University of Florida, UMI Dissertation Service.

Chiang, C. (2003). *An Expectancy Theory Model For Hotel Employee Motivation: The Moderating Role Of Communication Satisfaction*, Unpublished Doctoral Dissertation, Kansas State University, UMI Dissertation Service.

Clampitt, P., DeKoch, R. & Cashman, T. (2000*) "A Strategy for Communicating About Uncertainty"*, Academy of Management Executive, 14, 41-57

Clampitt, P. G. & Downs, C. W. (1993). *"Employee Perceptions of The Relationship Between Communications and Productivity: A Field Study",* the Journal of Business Communication, 30, 5-28.

Clampitt, P. G. (1983). *Communication and Productivity*, Unpublished Doctoral Dissertation, University of Kansas, UMI Dissertation Service.

Downs, C. W., & Hazen, M. D. (1977).*A factor analytic study of communication satisfaction*. The Journal of Business Communication*, 14*(3), 64-73.

Downs, C. W., Clampitt, P. G., & Pfeiffer, A. L. (1988).*Communication and organizational outcomes. In G. M. Goldhaber & G. A. Barnett* (Eds.), Handbook of organizational communication (pp. 171-211). Norwood, NJ: Ablex Publishing Corporation.

Downs, C. W., & Hazen, M. D. (1977).*A factor analytic study of communication satisfaction*. *The Journal of Business Communication, 14*, 64-73.

Downs, C. W. (1988). *Communication Audits*. Glenview, IL: Scott Foreman.

Downs, C. W. & Hazen, M. D. (1977). *"A Factor Analytic Study of Communication Satisfaction"*, Journal of Business Communication, 14, 63-73.

Downs, C.W. (1990). *"Communication Audit Questionnaire",* unpublished manuscript, University of Kansas, Lawrence, as cited in KS Varona, Federico, (1996), *"Relationship between Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations"*, The Journal of Business Communication, 33, 111-140.

REFERENCE (Cont.)

Duke, P. O. (1981). *Communication Satisfaction of Business Education Teachers in an Urban School System, Unpublished Doctoral Dissertation*, Vanderbilt University, UMI Dissertation Service.

Ehlers, L. N. (2003). *The Relationship of Communication Satisfaction, Job Satisfaction, and Self-Reported Absenteeism*, Unpublished Master Dissertation, Miami University, UMI Dissertation Service.

Evans, G. L. (1996). *The Relationship Between Organizational Climate and Job Satisfaction as Reported by Community College Presidents, Unpublished Doctoral Dissertation*, University of Florida, UMI Dissertation Service.

Farrell, T. (1965). *Communications in foodservice establishments*. The Cornell Hotel and Restaurant Administration Quarterly, *5*(2), 15-25.

Feigenbaum, E. (2012). *About barriers to effective communication within the workplace*. Retrieved from http://smallbusiness.chron.com/barriers-effective-communication-within-workplace-3185.html

Feigenbaum, E. (2012). *About barriers to effective communication within the workplace*. Retrieved from http://smallbusiness.chron.com/barriers-effective-communication-within-workplace-3185.html

Flately, M. E. (1982). *A comparative analysis of the written communication of manager sat various organizational levels in the private business sector*. The Journal of Business Communication, *19*, 35-49.

Falcione, R. L. (1974a). "Credibility: Qualifier of Subordinate Participation", Journal of Business Communication, 11, 43-54.

Falcione, R. L. (1974b). "Communication Climate and Satisfaction with Immediate Supervisor", Journal of Applied Communication Research, 2, 13-20.

Gazzoli, G., Hancer, M., & Park, Y. (2009). *The role and effect of job satisfaction and Empowerment on customers' perception of service quality; A study in the Restaurant industry*. Journal of Hospitality & Tourism Research, *34*, 56-77. Doi: 10.1177/1096348009344235

Goris, J. R. (2007). *Effects of satisfaction with communication on the relationship between individual-job congruence and job performance/satisfaction*.

REFERENCE (Cont.)

Journal of Management Development, *26*(8). 737-752. doi: 10.1108/02621710710777255

Gray, J., & Laidlaw, H. (2004).*Improving the measurement of communication satisfaction Management Communication Quarterly, 17*(3), 425-448.

Greenbaum, H. H., Clampitt, P. G., &Willihnganz, S. (1988). *Organizational communication an examination of four instruments*. Management Communication Quarterly*, 2*(2), 245-282.

Goldhaber, G. &Krivonos, P. (1977). *"The ICA Communication Audit: Process, Status andCritiqe"*, Journal of Business Communication, 15, 41-64.

Goldhaber, G. M., Porter, D. T., Yates, M. P. &Lesniak, R. (1978). "*Organizational Communication (state of the art)"*, Human Communication Research, 5, 76-96.

Goris, J. R., Vaught, B. C. & Pettit, J. D. Jr. (2000). *"Effects of Communication Direction on Job Performance and Satisfaction: A Moderated Regression Analysis"*, the Journal of Business Communication, 37, 348-364.

Gratto, F. J. (2001). *The Relationship Between Organizational Climate, and Job Satisfaction for Directors of Physical Plants, Unpublished Doctoral Dissertation*, University of Florida, UMI Dissertation Service.

Gray, J. (2004). *"Improving the Measurement of Communication Satisfaction"*, Management Communication Quarterly, 17, 425-448.

Greenbaum, H. H., Clampitt P. &Willihnganz, S. (1988). *"Organizational Communication an Examination of Four Instruments"*, Management Communication Quarterly, 2, 245-282

Hanes, T., (2010).*What is verbal communication.* Retrieved from www.livestrong.com/article/150573-what-is-verbal-communication/.

Hargie, O., Tourish, D., & Wilson, N. (2002). *Communication audits and the effects of increased information: A follow-up study*. The Journal of Business Communication*, 39*(4), 415-435.

Hecht, M. L. (1978). *The conceptualization and measurement of interpersonal communication satisfaction. Human Communication Research*, *4*(3), 253-264.

REFERENCE (Cont.)

He, P., Murrmann, S., K., & Perdue, R. R. (2010). *An investigation of the relationships among employee empowerment, employee perceived service quality, and employee job satisfaction in a U.S. hospitality organization.* Journal of Foodservice Business Research*, 13*, 36-50.

Hirschfeld, R. R. (2000). *Does revising the intrinsic and extrinsic subscales of the Minnesota satisfaction questionnaire short form make a difference?* Educational and Psychological measurement.*60*, 255-270.

Hargie, O., Tourish, D. & Wilson, N. (2002). *"Communication Audits and Effects of Increased Information: A Follow-Up Study"*, the Journal of Business Communication, 39, 414-436.

Hecht, M. L. (1978). *"Measures of Communication Satisfaction",* Human Communication Research, 4, 350-368.

Higgins, J. M. (2004). *Responsibilities and Job Satisfaction of Catholic Secondary School Assistant Principals in the Archdioceses of the United States.* Unpublished Doctoral Dissertation, Saint Louis University, UMI Dissertation Service.

Hull, D. R. (2004).*Relationships Between Personality Type and Job Satisfaction in Professional Academic Advisors, Unpublished Master Dissertation*, Arizona State University, UMI Dissertation Service.

Ironson, G. H., Smith, P. C., Brannick, M. T., Gibson, W. M., & Paul, K. B. (1989). *Construction of a job in general scale: A comparison of global, composite, and specific measures.* Journal of Applied Psychology*, 74*(2), 193-200.

Jameson, D. (2007). *Developing hospitality managers' intercultural communication abilities: The Cocktail party simulation.* Retrieved from www.hotelschool.cornell.edu/research/chr/ /pubs/tools//tooldetails-14502.html

Job Descriptive Index. (n.d.).*Bowling Green State University. Job Descriptive Index.* Retrieved From http://www.bgsu.edu/departments/psych

Igbaria, M. & Guimaraes, T. (1999). *"Exploring Differences in Employee Turnover Intensions and Its Determinants among Telecommuters and Non-Telecommuters"*, Journal of Management Information Systems, 16, 147-164

REFERENCE (Cont.)

.

Johnston, H. R. (1976). *"A New Conceptualization of the Source of Organizational Climate",* Administrative Science Quarterly, 21, 95-103.

Judge, T. A., &Hulin, C. L. (1993). *Job satisfaction as a reflection of a disposition: A multiple Source causal analysis*. Organizational Behavior and Human Decision Process, 56, 388-421.

Judge, T. A., & Klinger, R. (2008). *Job satisfaction: Subjective well-being at work*. In. M. Eid & R. J. Larsen (Eds.), the science of subjective well-being (pp. 393-413). New York, NY: Guilford Press.

Kandlousi, N. S., Ali, A. J., Abdollahi, A. (2010). *Organizational citizenship behavior in concern of communication satisfaction: The role of formal and informal communication*. International Journal of Business and Management, *5*(10), 51-61.

Kim, H. J., Tavitiyaman, & Woo, G. K. (2009). *The effect of management commitment to Service behaviors: The mediating role of job satisfaction*. Journal of Hospitality & Tourism Research, 33, 369-390.

Kinicki, A. J., McKee-Ryan, F. M., & Schriesheim, C. A., & Carson, K. P. (2002).*Assessing the construct validity of the Job-Descriptive Index: A Review and Meta-Analysis.* Journal of Applied Psychology, 87(1), 14-32.

Kumar, B. P., &Vijai, N. G. (2009). *Examining the relationship of organizational Communication and job satisfaction in Indian organizations*. Journal of Creative Communications, 4, 177-184.

Keyton, J. (1991). *"Evaluating Individual Group Member Satisfaction as A Situational Variable"*, Small Group Research, 22, 200-220.

Kongchan, A. (1985). *Communication Satisfaction, Job Satisfaction, and Organizational Commitment of Business College Faculty, Unpublished Doctoral Dissertation, Arizona State University*, UMI Dissertation Service.

Kurland, N. & Bailey, D. (1999). *"Telework: The Advanteges and Challenges of Working Here, There, Anywhere, and Any Time"*, Organizational Dynamics, 28, 53-67.

REFERENCE (Cont.)

Locke, E. A. (1976). *The Nature and Causes of Job Satisfaction*. Chicago, IL: Rand McNally

Llozor, D. B., Llozor, B. D., & Carr, J. (2001). *Management communication strategies determine job satisfaction in telecommuting*. The Journal of Management Development, 20(5/6), 495-507.

Ladner, M. (2004).*The Job Satisfaction Differences Between Elected and Appointed Superintendents in The State of Mississippi And Selected Variables, Unpublished Doctoral Dissertation*, The University of Southern Mississippi, UMI Dissertation Service.

Landy, F. J. (1978). *"An Opponent Process Theory of Job Satisfaction",* Journal of Applied Psychology, 63, 533-547.

Mount, D. J., & Back, K-J. (1999) *A factor-analytic study of communication satisfaction in the lodging industry*. Journal of Hospitality & Tourism Research, 23(4), 401-416.

Muchinsky, P. M. (1977). *Organizational communication: Relationships to organizational climate and job satisfaction*. Academy of Management Journal, 20(4), 592-607.

Mount, D. J., & Back, K-J. (1999) *A factor-analytic study of communication satisfaction in the lodging industry*. Journal of Hospitality & Tourism Research, 23(4), 401-416.

Muchinsky, P. M. (1977). *Organizational communication: Relationships to organizational climate and job satisfaction.* Academy of Management Journal, 20(4), 592-607.

Mansfield, P. K., Koch, P. B., Henderson, J., Vicarcy, J., Cohn, M. & Young, E. W. (1991). *"The Job Climate for Women in Traditionally Male Blue-Collar Occupations"*, Sex Roles, 25, 63-79.

Marrett, C. B., Jerald, H., Michael, A. (1975). *"Communication and Satisfaction in Organizations"*, Human Relations, 28, 611-626.

Matzaganian, M. L. (2004). *Customer Service Orientation and Job Satisfaction Among Credential Analysts in California Institutions of Higher Education,*

REFERENCE (Cont.)

Unpublished Doctoral Dissertation, University of La Verne, UMI Dissertation Service.

McGehee, D. W. (2003). *An Analysis of The Relationship Between Regional Location, Years of Experience, and Student Population Size and The Existing Level of Job Satisfaction Among Public School Superintendents in Missouri*, Unpublished Doctoral Dissertation, Saint Louis University, UMI Dissertation Service.

Miles, E. W., Patrick, S. L. & King, W. C. Jr. (1996). "*Job Level as A Systemic Variable in Predicting The Relationship Between Supervisory Relationship and Job Satisfaction*", Journal of Occupational and Organizational Psychology, 69, 277-292.

Muchinsky, Paul M. (1977). "*Organizational Communication: Relationships to Organizational Climate, and Job Satisfaction*", Academy Of Management Journal, 20, 592-607.

Nakra, R. (2006). *"Relationship Between Communications Satisfaction and Organizational Identification: An Empirical Study",* the Journal of Business Perspective, 10, 41-51.

Nemiroff, P. M. & Ford, D. L. (1976). *"Task Effectiveness and Human Fulfillment in Organizations: A Review and Development of A Conceptual Contingency Model"*, Academy of Management Review, 1, 69-82.

Nicholson, J. H. (1980). *Analysis of Communication Satisfaction in an Urban School System*, Unpublished Doctoral Dissertation, University of Kansas, UMI Dissertation Service.

Nkereuwem, E. E. (1990). "*Issues on the Relationship between Job Satisfaction, Job Attitudes, and Work Behavior among the Staff in Academic Libraries"*, Information Services and Use, 10, 281-291.

Nuss, M. D. (2006). *A Longitudinal Case Study of Organizational Commitment and Communication Satisfaction in a Police Department*, University of Kansas, UMI Dissertation Service.

Oh, K., Youngbae, K., Jinjoo, L. (1991). *"An Emprical Study of Communication Patterns, Leadership Styles and Subordinate Satisfaction in R & D Project*

REFERENCE (Cont.)

Teams in Korea". Journal of Engineering and Technology Management, 8, 15-35.

O'Malley, R. J. (2004). *A Study of Perceived Job Satisfaction Factors Among Superintendents in Two New Jersey Counties*, Unpublished Doctoral Dissertation, Seton Hall University, UMI Dissertation Service.

Pettite, J. D., Goris, J.R., & Vaught, B.C. (1997). *An examination of organizational Communication as a moderator of the relationship between job performance and job satisfaction. The Journal of Business Communication, 34*(1), 81-98.

Pincus, J. D. (1986). *Communication satisfaction, job satisfaction, and job performance*. Human Communication Research, *12*(3), 395-419.

Pettite, J. D., Goris, J.R., & Vaught, B.C. (1997). *An examination of organizational Communication as a moderator of the relationship between job performance and job satisfaction*. The Journal of Business Communication, *34*(1), 81-98.

Pincus, J. D. (1986). *Communication satisfaction, job satisfaction, and job performance*. Human Communication Research, *12*(3), 395-419.

Pettit, J.D., Goris, J.R. & Vaught, B. C. (1997). "*An Examination of Organizational Communication as A Moderator of the Relationship between Job Performance and Job Satisfaction"*, Journal of Business Communication, 34, 81-98.

Pincus, J. D. (1986). *"Communication Satisfaction, Job Satisfaction, and Job Performance",* Human Communication Research, 12, 395-419.

Potvin, T. C. (1991) *Employee Organizational Commitment: An Examination of Its Relationship to Communication Satisfaction and Evaluation of Questionnaires Designed to Measure The Construct*, Unpublished Doctoral Dissertation, University of Kansas, UMI Dissertation Service.

Raile, A. N. W. (2005). *An Initial Exploration of The Effects of Expectations About Work Values and Work Value Attainment on Organizational Communication Satisfaction*, Unpublished Master Dissertation, Michigan State University, UMI Dissertation Service.

Richason, O. (2012). *What is effective workplace communication?* Retrieved from http://smallbusiness.chron.com/effective-workplace-communication-822.html

REFERENCE (Cont.)

Ray, E. B. (1993). *When the links become chains: Considering dysfunctions of supportive communication in the workplace*. Communication Monographs, 60(1), 106-111.

Requena, F. (2003).*Social capital, satisfaction and quality of life in the workplace.* Social Indicators Research, 61(3), 331-360.

Rubin, R. B., Palmgreen, P., &Sypher, H. E. (1994). *Communication Research Measures: A Sourcebook*. New York, NY: The Guilford Press.

Roberts, K. H. & O'Reilly, C. A. (1979*). "Some Correlations of Communication Roles in Organizations"*, Academy of Management Journal, 22, 42-57.

Towsend, A., DeMarie, S. & Hendrickson, A. (1998). "*Virtual Teams: Technology and the Workplace of the Future"*, Academy of Management Executive, 12, 17-29.

Ryan, A. M., Schmit, M. J. & Johnson R. (1996*). "Attitudes and Effectiveness: Examining Relations at an Organizational Level",* Personnel Psychology, 49, 853-882.

Schwartz, L. C. (2012). *Nonverbal communication with workplace interactions*. Retrieved from http://smallbusiness.chron.com/nonverbal-communication-workplace-interactions-884.html.

Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.

Stringer, L. (2006).*The link between the quality of the supervisor-employee relationship and the level of the employee's job satisfaction*. Public Organization Review, 6, 125-142.

Shekleton, F. P. (2004). *Job Satisfaction of Public School Superintendents during the 2002-2003 School Year*, Unpublished Doctoral Dissertation, Drake University, UMI Dissertation Service.

Sheil, A. (2003). *The Structuration of Brain Dominance on Organizational Communication: A Correlational Study, Unpublished Doctoral Dissertation*, The University of Tennessee, UMI Dissertation Service.

REFERENCE (Cont.)

Tutuncu, O., &Kozak, M. (2007).*An investigation of factors affecting job satisfaction*. International Journal of Hospitality & Tourism Administration, *8*(1), 1-19. Doi: 10.1300/J 149v08n01_01

Tutuncu, O., &Kozak, M. (2007).*An investigation of factors affecting job satisfaction*. International Journal of Hospitality & Tourism Administration, *8*, 1-19.

Ulloa-Heath, J. M. (2003). *Leadership Behaviors and Communication Satisfaction, Unpublished Doctoral Dissertation*, University of San Diego, UMI Dissertation Service.

Varona, F. (1996) *Relationship between communication satisfaction and organizational commitment in three Guatemalan organizations*.Journal of Business Communication, 33(2), 111-140.

Varona, F. (1996). *"Relationship between Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations",* the Journal of Business Communication, 33, 111-140.

Vivien, K. G. & Thompson, S. H. (2000*). "To Work or Not at Home – An Emprical Investigation of Factors Affecting Attitudes Towards Teleworking",* Journal of Managerial Psychology, 15, 560-582.

Volkwein, J. F., Malik, S. M. &Napierski-Prancl, M. (1998) . *"Administration Satisfaction and The Regulator Climate at Public Universities",* Research in Higher Education, 39, 43-63.

Volkwein, J. F., &Parmley, K. (2000). *"Comparing Administrative Satisfaction in Public And Private Universities"*, Research in Higher Education, 41, 95-116.

Wagenheim, M., & Rood, A. S. (2010).*The relationship between employee satisfaction with organizational communication and customer orientation*. Managing Leisure*, 15*, 83-95.

Wanous, J. P., & Lawler, E. E. (1972).*Measurement and meaning of job satisfaction*. Journal of Applied Psychology*, 56*, 95-105.

Weiss, D. J., Dawis, R. V., England, G. W., & Lloyd, H. L. (1967), *Manual for the Minnesota Satisfaction Questionnaire,* Industrial Relations Center, University of Minnesota,

REFERENCE (Cont.)

Wheeless, L. R., Wheeless, V. E. & Howard, R. D. (1984). *"The Relationships of Communication with Supervisor and Decision-Participation to Employee Job Satisfaction"*, Communication Quarterly, 32, 222-232.

Witt, L. A. & Nye, L. G. (1992). *"Gender and the Relationship between Perceived Fairness of Pay or Promotion and Job Satisfaction"*, Journal of Applied Psychology, 77, 910-917.

Zeffane, R. M. (2001). *Correlates of job satisfaction and their implications for work redesign*. Public Personnel Management, *23*(1), 61-76.

APPENDIX A
SURVEY QUESTIONNAIRE (ENGLISH VERSION)

Questionnaire

1. Background information

Male or female

☐Female

☐Male

Tenure

☐Less than 1 year

☐1 to 3 years

☐More than 3 years

Department

☐ Production

☐ Quality

☐ Warehouse and Logistics

☐ Engineer

☐ Maintenance

Position/type of job

☐Office- and/or service job

☐Managerial (responsibility for a department and staff)

☐Staff and/or research

☐ Operator/materials handling

2. How much or little information regarding your job in general do you receive from the following communication channels?

	Information	Very much	Somewhat much	Neither nor	Somewhat little	Very little
1	Company Board Information					
2	Department Board Information					
3	All Employee / Weekly Meeting					
4	Email					
5	Leader, Supervisor					
6	Friends					
7	Memo, Letter					

3. How much do you agree or disagree with the following statements?

	How much do you agree or disagree with the following statements?	Strongly agree	Somewhat agree	Neither nor	Somewhat disagree	Strongly disagree
	Communication Climate					
1	I am satisfied with the amount and quality of information I get about TI's strategy and goals.					
2	I receive information from TI about management actions, accomplishments and/or failures before I hear the information in the news or from an outsider.					
3	I am satisfied with the amount and quality of information I get about events and changes within TI.					
	Supervisory Communication					
4	I receive information from co-workers about management actions, accomplishments and/or failures of TI before I hear the information from top management.					

5	I often lack information to perform my job properly.					
	Personal Feedback					
6	I am satisfied with the communication I have with my co-workers within TI.					
7	The communications I have with my co-workers are open and free flowing.					
	Horizontal Communication					
8	Overall the flow of information within TI is sufficient.					
9	My supervisor does not listen to me when I talk to him/her.					
10	I receive information about my job performance.					
11	Information I receive from co-workers is trustworthy.					
	Organizational Perspective					
12	I do not follow news about TI.					
13	Information I receive from my supervisor is trustworthy.					
14	I am satisfied with the amount of information I receive concerning the department I belong to.					
	Media Quality					
15	My knowledge and talent are not put to good use in my job.					
16	Information I receive from top management is trustworthy.					
17	The communications I have with top management are open and free flowing.					
18	My supervisor is open to new ideas.					
19	My job is not valued appropriately.					
20	I receive recognition for my job.					
21	I have all the materials and equipment needed to do my job.					
22	I experience solidarity among my co-workers.					
	Top Management Communication					
23	My supervisor trusts me.					
24	My supervisor praises me.					
25	I know what is expected of me in my job.					
26	How satisfied or dissatisfied are you with your job?					

APPENDIX B
SURVEY QUESTIONNAIRE (THAI VERSION)

แบบสอบถามที่ใช้ในการทำวิจัย

1. ข้อมูลทั่วไป

1. เพศ

☐ หญิง

☐ ชาย

2. ประสบการณ์ทำงาน

☐ น้อยกว่า 1 ปี

☐ 1 – 3 ปี

☐ มากกว่า 3 ปี

3. ฝ่าย/สังกัด

☐ ฝ่ายผลิต

☐ ฝ่ายตรวจสอบและควบคุมคุณภาพ

☐ ฝ่ายคลังสินค้าและวัตถุดิบ

☐ ฝ่ายวิศวกร

☐ ฝ่ายซ่อมบำรุง

4. ตำแหน่งงาน

☐ พนักงานสนับสนุนการผลิต,สำนักงาน

☐ หัวหน้างาน

☐ ผู้จัดการ

☐ พนักงานในพื้นที่โรงงานผลิต

2. ท่านได้รับข้อมูลข่าวสารการสื่อสารภายในองค์กรในช่องทางใดมากที่สุด*?*

	ท่านได้รับข้อมูลข่าวสารการสื่อสารภายในองค์กรใน ช่องทางใดมากที่สุด	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	บอร์ดประชาสัมพันธ์ของบริษัท					
2	บอร์ดประชาสัมพันธ์ของแผนก					
3	ประชุมพนักงาน					
4	อีเมลล์					
5	หัวหน้างาน					
6	เพื่อนร่วมงาน					
7	จดหมายส่วนตัว(บริษัท)					

3. ความคิดเห็นเกี่ยวกับประสิทธิภาพการสื่อสารภายในองค์กร

ท่านเห็นด้วยกับข้อความต่อไปนี้ มากน้อยเพียงใด?

	How much do you agree or disagree with the following statements?	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
	บรรยากาศการสื่อสารในองค์กร					
1	ฉันพอใจในปริมาณและคุณภาพของข้อมูลข่าวสารด้านกลยุทธ์และ เป้าหมายของบริษัท					
2	ฉันได้รับข้อมูลข่าวสารจากบริษัทเกี่ยวกับการดำเนินงานความสำเร็จ ความผิดพลาดจากภายในบริษัทก่อนที่จะได้รับข้อมูลจากภายนอก					
3	ฉันพอใจในปริมาณและคุณภาพของข้อมูลข่าวสารต่างๆ ที่เกิดขึ้นใน บริษัท					
	การสื่อสารกับหัวหน้างาน					
4	ฉันได้รับข้อมูลจากเพื่อนร่วมงานเกี่ยวกับการดำเนินการจัดการ ความสำเร็จและ / หรือความล้มเหลวของบริษัทก่อนที่ฉันจะได้ยิน ข้อมูลจากผู้บริหารระดับสูง					
5	ฉันมักจะขาดข้อมูลในการดำเนินงานที่ถูกต้อง					
	ปฏิกิริยาโต้ตอบจากบุคคลอื่น					
6	ฉันพอใจกับการสื่อสารกับเพื่อนร่วมงานของฉันภายในบริษัท					

7	การสื่อสารที่กับเพื่อนร่วมงานของฉันจะเปิดเผยและราบรื่นดี					
	การสื่อสารในระดับเดียวกันกับเพื่อนร่วมงาน					
8	โดยภาพรวมมีการสื่อสารข้อมูลข่าวสารภายในบริษัทมีความสม่ำเสมอทั่วถึง					
9	หัวหน้างานรับฟังเหตุผลจากผู้ปฏิบัติงาน					
10	ฉันได้รับทราบข้อมูลเกี่ยวกับการประเมินผลการปฏิบัติงาน					
11	ข้อมูลข่าวสารที่ได้รับจากเพื่อนร่วมงานมีความน่าเชื่อถือและไว้ใจได้					
	มุมมองขององค์กร					
12	ฉันติดตามข่าวสารจากบริษัทเสมอ					
13	ข้อมูลข่าวสารของบริษัทที่ได้รับจากหัวหน้างานมีความน่าเชื่อถือไว้ใจได้					
14	ฉันพอใจในข้อมูลข่าวสารของบริษัทที่มีความเกี่ยวข้องกับตัวฉัน					
	คุณภาพของสื่อ					
15	ความรู้และความสามารถของฉันจะไม่ได้นำไปใช้ในงานของฉัน					
16	ข้อมูลข่าวสารที่ได้รับจากผู้บริหารระดับสูงมีความน่าเชื่อถือ					
17	การสื่อสารที่ฉันมีกับผู้บริหารระดับสูงที่มีการเปิดเผยและราบรื่น					
18	หัวหน้างานเปิดรับแนวคิดใหม่ๆ อยู่เสมอ					
19	งานที่ได้รับมีคุณค่าเหมาะสม					
20	ฉันมักจะได้รับการกระตุ้นให้เกิดแรงจูงใจเกี่ยวกับงานที่ทำเสมอ					
21	ฉันได้รับเครื่องมือและอุปกรณ์ที่จำเป็นในการทำงานของฉัน					
22	ฉันได้สัมผัสกับความเป็นน้ำหนึ่งใจเดียวกันในหมู่เพื่อนร่วมงานของฉัน					
	การสื่อสารกับผู้บริหารระดับสูง					
23	หัวหน้างานไว้ใจฉัน					
24	หัวหน้างานยกย่องสรรเสริญฉันอยู่เสมอ					
25	ฉันมีความคาดหวังในงานที่ได้รับ					
26	ท่านมีความพึงพอใจในการทำงานมากน้อยเพียงใด					

APPENDIX C
INDEX OF CONGRESS (IOC)

INDEX OF CONGRESS (IOC)

	A study of Relationship between effectiveness of Organizational Communication Channels on Satisfaction on the job among Shop Floor Employees at Automotive Part Business Company: Case Study at TI Automotive (Thailand) Ltd., Rayong Branch; Automotive Part Business at Eastern Seaboard HemarajRayong, Rayong Province.					
No.	**Items**	**Specialist**			**IOC**	**Interpretation**
		Expert				
		1	**2**	**3**		
1	*Background information*					
	Male or female					
	☐Female	1	1	1	1	Acceptable
	☐Male	1	1	1	1	Acceptable
2	**Tenure**					
	☐Less than 1 year	1	1	1	1	Acceptable
	☐1 to 3 years	1	1	1	1	Acceptable
	☐More than 3 years					
3	**Department**					
	☐ Production	1	1	1	1	Acceptable
	☐ Quality	1	1	1	1	Acceptable
	☐ Warehouse and Logistics	1	1	1	1	Acceptable
	☐ Engineer	1	1	1	1	Acceptable
	☐ Maintenance	1	1	1	1	Acceptable
4	**Position/type of job**					
	☐Office- and/or service job	1	1	1	1	Acceptable
	☐Managerial (responsibility for a department and staff)	1	1	1	1	Acceptable
	☐Staff and/or research	1	1	1	1	Acceptable
	☐Operator/Materials Handling	1	1	1	1	Acceptable
	How much or little information regarding your job in general do you receive from the following communication channels?					
5	Company Board Information	1	1	1	1	Acceptable
6	Department Board Information	1	1	1	1	Acceptable
7	All Employee / Weekly Meeting	1	1	1	1	Acceptable
8	Email	1	1	1	1	Acceptable
9	Leader, Supervisor	1	1	1	1	Acceptable
10	Friends	1	1	1	1	Acceptable
11	Memo, Letter	1	1	1	1	Acceptable
	How much do you agree or disagree with the following statements?	1	1	1	1	Acceptable

No.	Items	Specialist Expert			IOC	Interpretation
		1	2	3		
12	I am satisfied with the amount and quality of information I get about TI's strategy and goals.	1	1	1	1	Acceptable
13	I receive information from TI about management actions, accomplishments and/or failures before I hear the information in the news or from an outsider.	1	1	1	1	Acceptable
14	I am satisfied with the amount and quality of information I get about events and changes within TI.	1	1	1	1	Acceptable
15	I receive information from co-workers about management actions, accomplishments and/or failures of TI before I hear the information from top management.	1	1	1	1	Acceptable
16	I often lack information to perform my job properly.	1	1	1	1	Acceptable
17	I am satisfied with the communication I have with my co-workers within TI.	1	1	1	1	Acceptable
18	The communications I have with my co-workers are open and free flowing.	1	1	1	1	Acceptable
19	Overall the flow of information within TI is sufficient.	1	1	1	1	Acceptable
20	My supervisor does not listen to me when I talk to him/her.	1	1	1	1	Acceptable
21	I receive information about my job performance.	1	1	1	1	Acceptable
22	Information I receive from co-workers is trustworthy.	1	1	1	1	Acceptable
23	I do not follow news about TI.	1	1	1	1	Acceptable
24	Information I receive from my supervisor is trustworthy.	1	1	1	1	Acceptable
25	I am satisfied with the amount of information I receive concerning the department I belong to.	1	1	1	1	Acceptable
26	My knowledge and talent are not put to good use in my job.	1	1	1	1	Acceptable
27	Information I receive from top management is trustworthy.	1	1	1	1	Acceptable

No.	Items	Specialist Expert			IOC	Interpretation
		1	2	3		
28	The communications I have with top management are open and free flowing.	1	1	1	1	Acceptable
29	My supervisor is open to new ideas.	1	1	1	1	Acceptable
30	My job is not valued appropriately.	1	1	1	1	Acceptable
31	I receive recognition for my job.	1	1	1	1	Acceptable
32	I have all the materials and equipment needed to do my job.	1	1	1	1	Acceptable
33	I experience solidarity among my co-workers.	1	1	1	1	Acceptable
34	My supervisor trusts me.	1	1	1	1	Acceptable
35	My supervisor praises me.	1	1	1	1	Acceptable
36	I know what is expected of me in my job.	1	1	1	1	Acceptable
37	How satisfied or dissatisfied are you with your job?	1	1	1	1	Acceptable

APPENDIX D
LIST OF EXPERTS

LIST OF EXPERT

Name Surname	Position
1. Dr. Ake Choonhachatrachai	Associate Dean, Graduate School Stamford International University Bangkok Campus
2. Mr. Tanin Chawbangam	HR Manager BlueScope Building, Bangkok Thailand
3. Mr. Nick Gagliardi	Engineering Manager TI Automotive (Australia) Limited.

BIOGRAPHY

NAME	Miss Nichapa Wongsricha
DATE OF BIRHT	30 JULY 1982

EDUCATION

2015	Master of Business Administration
	Stamford International University
2005	Hospitality Management
	Ubonrajathani University
NATIONALITY	Thai
HOME ADDRESS	74 Moo 8, Sub-Domistics Nakue, Nakae Domistics,
	Nakornphanom Province 48130

EMPLOYMENT

ADDRESS	TrelleborgVibracoustic (Thailand) Limited
	Eastern Seaboard Hemaraj Rayong Industrial
	700/5 Moo 7 Sub-Domistics Khaokansong,
	Sriracha Domistics, Chonburi Province 20110
POSITION	HR Supervisor
EMAIL ADDRESS	wnichapa66@yahoo.com,
	nichapa.wongsricha@tbvc.com