“Enhancing communication between management and employees at a storage organization in the freight industry”

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Enhancing communication between management and employees at a storage organization in the freight industry

Abstract

The objectives of the study are to expand on the understanding of communication between management and employees and to establish guidelines to enhance this communication process. This was a cross-sectional study conducted amongst 28 staff members (both management and employees) using online anonymous questionnaires. Both management and employees had the same view that communication is a two-way process that plays a significant role in their working lives. The importance of consistent communication amongst management was highlighted. Management had recognized the importance of face-to-face communication. There was, however, room for improvement in that management should decrease the intervals of communication and also needs to be more effective in its communications with employees. Results relating to the upward-feedback process showed that there is room for improvement. Overall, both management and employees felt that communication is effective. Management must endeavor to create an environment in which effective communication thrives.

Keywords: communication, leadership, management, employees.
JEL Classification: G20, L00, M00, M10, M12.

Introduction

The word *communication* comes from the Latin word communist which means to share, to mix and to unite (Modrea, 2012). Communication has been around since the dawn of mankind and has evolved with the times. Communication is simply the sending and receiving of messages. The transmitter is the source or originator of the message to be communicated. The receiver is the other party with whom the transmitter is trying to communicate. Communication is not defined as a one-direction process but rather shares the possibility of a two-way process (Foulger, 2004).

The term *management* or *leadership* is considered to involve staff members who are involved in the decision-making process. Shareholders, Directors, Executives and Managers are considered to fall under the umbrella of management/leadership as they are in positions which can influence company strategy and are responsible for the execution of that strategy. *Employees* would then be all staff members who fall under management (typically staff members who are involved in processing/non-strategic work). These staff members are not actively engaged in strategic decision-making and can range from accountants to administrators. It is management's responsibility to provide the required guidance to lower levels of employees to ensure that the chosen course of actions is followed.

Communication is diverse and there are several elements to it. There is definitely room for expansion on the topic with consideration of more factors in the relationship between management and employees. The research conducted will establish a practical understanding of communication between management and employees.

1. Problem statement

An organization cannot definitively proceed in a predetermined course without the correct management. Management has tough challenges in reacting to and being pro-active to economic risks and opportunities and thus deciding on the direction of the company. Secondary, and just as significant, is the ability of management to ensure that it aligns the workforce to ensure the selected goals/targets of the company are understood and well-communicated. Employees under management are not always privy to high-level strategic discussions and thus rely on management to inform them of the company's policies/decisions. This leads to the problem whereby employees are not always aligned to the goals of management and there can be a gap in communication within the company; this possible break in communication between management and employees is what is researched in this study. This study focuses on promoting a better understanding of the relationship between management and employees and on establishing ways to positively enhance this level of communication. This, in turn, can lead to better alignment and the closing of this gap between management and employees and thereby promoting efficiency within the company. Therefore, the aim of the study is to expand on the current understanding of communication between management and employees and to establish guidelines to enhance this communication process.

2. Literature review

2.1. Communication models. One of the older models known is Aristotle's simple linear model

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(Flensburg, 2009). In his rhetoric, dated 350 B.C, Aristotle specifies three elements of communication: the speaker, the speech and the audience. Naturally, the flow is that the speaker delivers a speech to the audience. The three components are closely intertwined and this model is one of the simplest known (Flensburg, 2009).

Shannon's model of the communication process is a very well-known model of communication and dates back to 1948 (Foulger, 2004). Shannon's model focuses more on the one-directional flow of communication and elaborates on this. Naturally, communication has become more complicated over the years. There have been expansions on Shannon's model of communication in which more than one direction of communication has been added. The interactive model adds an element for feedback between the destination and information source (on the existing Shannon's model of communication) (Foulger, 2004).

2.2. Internal/Intra-organizational communication. During the past three decades, the emergence of the internal communication has come into the spotlight. Internal communication is also known as intra-organizational communication and is generalized as staff communication. Staff communication is the heartbeat of an organization as this can seriously hinder or promote certain behaviors in the business. From the study performed by the authors in Europe (Tkalac Verčič et al., 2012), the majority of respondents in the process agreed that the responsibility of communication resides with management (leadership) and that the process is controlled by management.

2.3. Organizational communication. Organizations have traditionally focused activities and budgets spend on external communications to the marketplace. In the process, not as much focus has been placed on internal communication. Staff members have the ability to largely affect perception of the company by their 'daily talk' (Omilion-Hodges and Baker, 2014). Strategic internal communication has been described as the "thoughtful and pro-active framing of messages tailored to meet employees' temporal, informational and effective needs" (Omilion-Hodges and Baker, 2014). It has been noted that high performing organizations make effective use of internal communication to gain a competitive advantage and solve problems (Omilion-Hodges and Baker, 2014). Managerial demonstration is pivotal in building the correct organizational identity. Social learning theory supports the power of observation whereby employees observe managerial demonstration and mimic these behaviors (Omilion-Hodges and Baker, 2014).

2.4. Employee silence. Employee silence is loosely defined as the interaction or lack thereof of communication/participation by employees within the organization. Employee silence can be extremely detrimental to an organization as employees can intentionally withhold ideas which are beneficial to the company. Also noted is the potential for this silence to become easily widespread within a company; employees may observe a particular group of employees displaying this behavior and this may become a norm in the company (Zehir and Erdogan, 2011). Without the correct understanding of communication between management and employees, problems in the organization may go unnoticed, compounding tough economic times. Management needs to ensure, at all times, that communication within the organization is effective and attaining the desired result (Zehir and Erdogan, 2011).

2.5. Challenges to communication. The authors (Khan et al., 2014) examined the factors which influence the roll-out of global software development during the change management process.

There are geographical, socio-cultural and temporal issues to contend with (Khan et al., 2014):

- Geographical distance – this presents the issue of timeous collaboration which can result in weak communication. This is further compounded by the lack of face-to-face contact and a lack of trust which stems from geographical distance.
- Socio-cultural differences – this highlights the challenge of religion, social status, economic conditions and language.
- Temporal distance relates to the time differences and time zones in which the different parties exist.

Companies need to be aware of the above three challenges (as well as other potential challenges) and find ways to minimize the negative impact of them (Khan et al., 2014).

2.6. Digital communication. Collaboration amongst employees spread across continents is becoming more common as the synergy of cross-country acquisitions is increasing in importance. Technology can present itself as either an opportunity or a threat depending on the approach from management. Noted from other studies is that face-to-face communication is the preferred medium of communication in most cases (Petan et al., 2014). A strong advantage of using digital communication such as videos is the long-term financial aspect. After set-up costs and roll out implications (data costs and other support services), there can be immense cost savings by using videos as opposed to sending teams across countries to present the same topic numerous times. Companies

are also making use of e-learnings which are decentralized online tutorials. The use of digital communication must not been seen as a replacement to all other forms of communication but considered as supplemental (Petan et al., 2014).

2.7. Leadership styles and their impact on communication. Leadership style has a big impact on communication as this determines interactions between management and employees. Understanding this relationship is critical to understanding communication between management and employees as management's actions are of paramount significance to employee behavior and their actions. Management's leadership style strongly intertwines with how it communicates with employees. Leadership style is a significant concept affecting employees' attitudes and behaviours (Çetin et al., 2012).

Effective leadership is a pre-requisite for organizational success. A study conducted in Malaysia investigated both Transformational and Transactional Leadership (Voon et al., 2011).

Transformational Leadership has the following elements (Voon et al., 2011):

- Idealized influence.
- Inspirational motivation.
- Intellectual stimulation.
- Individualized consideration.

Transactional Leadership has the following elements (Voon et al., 2011):

- Contingent reward.
- Management by exception (passive).
- Management by exception (active).

The authors (Voon et al., 2011) favored transformational leadership as a positive contributor to employee job satisfaction. By implication, this entails increased involvement from management as transformational leadership centres more on communication with employees (as opposed to transactional leadership). These findings are common to several journals which have been reviewed (Voon et al., 2011).

2.8. Mood contagion. Employees are one of the key influences on a company's bottom line performance. Research has shown that a leader's emotional style filters throughout the company (Goleman et al., 2001). This is the concept of mood contagion. Moods that stem from leadership generally impact on almost all employees as employees are generally looking to management for guidance as well as observing leadership's behaviors and moods. Other studies have also shown that an emotion such as a good mood spreads even quicker with the integration of humor. Noted is that humor and good moods are only spread when it is genuine in people (Goleman et al., 2001).

2.9. Leadership's impact on employee engagement. Employee engagement applies to both management and employees. Factors such as experience, qualification and technical knowledge separate management and employees. Communication is key in all staff levels. However, there are differences in the way employee engagement is achieved. The authors (Foley and McCann, 2013) commented on the significance of employee engagement. Supervisor support has been shown to have a positive effect on employee engagement (Foley and McCann, 2013). An organization must ensure that there is a visible, high level of commitment from management and a common goal for employees. To attain this level of commitment, there must be strong levels of communication within the company; management must be able to clearly articulate and set goals, constructively deal with feedback and provide an environment where there is alignment to common goals.

2.10. Conflict and crisis communication. There has been increased pressure on companies to further improve on performance or maintain performance during difficult economic times. In a study, the author (David, 2011) focuses on communication within companies during crisis situations. A crisis can be described as a perception of an unpredictable event that is against the norm and can impact on the organization negatively and hinder performance. Crisis communication is used to describe internal communication during and after times of crisis. Consequently, communication is key at these times within a business due to the heightened need for successful/operational functionality. Crisis communication fulfils mainly two functions – firstly, to ensure smooth transition during the crisis and, secondly, to ensure the maintenance of the organization's reputation and credibility (David, 2011). Effective internal crisis communication aims to restore/maintain trust, loyalty and a sense of security to employees. Leadership must also not forget to hear the concerns of employees during these times. Management needs to listen to the concerns of employees and address them. Communication is naturally a two-way process and this process must be maintained at all times (David, 2011).

3. Methodology

3.1. Company structure. There are two aspects to the company structure. There is an operations structure and a head office structure. The company has three different operational locations (located in three different geographical places) whilst the head office is a centralized finance department which

maintains the entire company's finances. Basic Structure of the company head office (which is the study location): Management consists of the Managing Director, Financial Director, Technical Director, Human Resource and Skills Manager, Financial Manager, Compliance Manager, Risk and Relations Manager, Information Systems Manager, IT Project Manager, and Commercial Manager. Management is exposed to strategic discussions and is responsible for managing all other lower levels of staff to ensure successful execution of company plans and strategy (leadership). All other staff members are considered to be employees. For example, the Secretary, Supervisor, Accountant, Specialist, Analyst, Operator, Controller, Administrator, Clerk, and Driver (excluded from this study).

The company has a relatively small head office consisting of a total complement of 28 staff members (excluding the researcher and driver). Managers are responsible for overseeing the day-to-day activities of other staff members. Naturally, managers report to directors. There are three directors, six managers and 19 lower level employees based in head office.

3.2. Study design. Worldviews relate to a particular view through which research is undertaken. Post-positivism represents the thinking after positivism. This worldview favors the thought that causes determine outcomes. Post-positivists gain knowledge through measurement of behaviors. It is for this reason that Post-positivism is the chosen worldview for this study.

Following on from the Post-positivism worldview, the survey research design allows for the quantitative interpretation of interactions between management and employees. Survey research design entails a numeric analysis of trends or patterns by studying a population. It is from the process of collecting data from individuals and analyzing such data, that communication between management and employees can be better understood.

Qualitative research is used primarily for exploratory research in topics which entail unstructured data. Quantitative research involves examining relationships between variables. These variables typically involve data that can be measured and analyzed using statistical methods. This study is based on understanding communication between management and employees. The chosen method of data gathering entails using questionnaires. This study is thus suited to conducting quantitative research.

3.3. Study population/sample. No sampling was done as all the 28 staff members have been invited to participate in the study.

3.4. Instruments and data collection. A self-administered questionnaire was designed for management and another self-administered questionnaire was developed for employees. Both questionnaires follow the same structure with 20 questions in total. Both the management and employee questionnaires have the same structure. This was done to ensure that perspectives from both management and employees on the same topics could be understood and easily compared.

An e-mail describing the purpose and background of the study was sent by the Financial Director to all 28 participants. The e-mail clearly explained the purpose of the questionnaire and that anonymity will be maintained. A link was then sent to all participants via Question Pro by the researcher. Instructions on how to complete the questionnaire were included at the start of the questionnaire. Participants were given a week in which to complete the questionnaire. A reminder was sent to complete the questionnaire after three days. All the participants completed the questionnaire within the time period given to them.

3.5. Data analysis. Once questionnaires were completed and closed off, the research data were first checked and then exported into Microsoft Excel for analysis. The results were summarized using descriptive statistics: expressed as mean (SD) for continuous variables and percentages for categorical variables.

The University of KwaZulu-Natal Ethics Committee and the management team of the company approved the study. The participation in this study was voluntary. Anonymity and confidentiality was maintained at all times.

4. Results and discussion

A 100% response rate was obtained with all 28 participants completing the questionnaire. Management consists of 55.56% of males versus the more female employee complement (68.42%). It must be noted that this company does, however, have a fairly even split of males and females within management – this illustrates management's commitment to gender diversity or equality.

More than half of management staff were older than 40 years. In most traditional organizations, management is older as managerial positions entail several years of work experience and require higher levels of qualification than normal lower level positions. Conversely, 73.69% of employees were younger than 40 years. Some employees are younger than 29 years; it is expected that entry level employees have a younger average age as this category of staff is more likely to consist of new

entrants to the work force who are at the beginning of their working careers.

Management and employees (100% of both management and employees) had the same view and understanding of communication within the company in that communication is a two-way process between management and employees; this provided a solid base for analysis as there was no misconception about what communication is.

4.1. The message management wants to communicate. Both management and employees placed similar importance on the high significance of consistency of communication within management itself. More than half of management (55.56%) felt that management, more often than not, communicates the same message across different staff levels, departments and throughout the business (see Table 1 below). In comparison, 42.11% of employees felt that management was, more often than not, communicating the same message (see Table 1 below). This does highlight a gap between management's perceptions of the consistency of their communication and how it is received by employees. Ideally, management would want a higher percentage of employees to select the option that consistency of communication within management happens all the time. Inconsistent information within management can lead to confusion amongst staff and is not conducive to effective communication (Ruck and Welch, 2012).

The majority of management (88.89%) indicated that a balance between company strategy and monthly activities needs to be communicated by management to employees (see Table 1 below). This is 25.73% more than the percentage of employees who selected the same option (see Table 1 below). Management prefers to communicate a positive balance between company strategy as well as monthly activities. This translates into ensuring that sufficient company strategy is communicated to employees whilst focus on monthly activities is not foregone. Management has also displayed openness to communication as opposed to withholding information. This promotes transparency of information within the company and is considered conducive to effective communication. Interestingly, 31.58% of employees selected the option that all information must be communicated by management (comparably 11.11% for management) (see Table 1 below). This does show that employees have a noted desire to be informed at all times and prefer exposure to more information as opposed to minimal amounts of information (this view was supported by an additional comment from an employee) (Ruck and Welch, 2012). There is relative alignment of the views of both management and employees as management has acknowledged the need/preference of employees for a balance of information between company strategy and monthly activities.

4.2. The channel of communication. Two thirds of management selected face-to-face communication as their preferred form of communication whilst 52.63% of employees selected the same option (see Table 1 below). The selection of face-to-face communication coincides with studies conducted in Europe (Petan et al., 2014), as the preferred form of communication for effective communication. Interestingly, the next preferred option by management at 22.22% was the use of letters and bulletin boards whilst the next option chosen by employees at 31.58% was the use of e-mail as a communication tool (see Table 1 below). No member of management favoured e-mail as a preferred form of communication (one member of management provided an additional comment to the effect that e-mail is ineffective for communication) (see Table 1 below). This could indicate a preference for employees to sometimes avoid face-to-face communication with management and thus opt for e-mail as the preferred form of communication. From the employee results, management needs to increase its use of e-mail as opposed to the use of letters and bulletin boards. E-mail can be effectively used to supplement face-to-face communication and should not be considered as a primary form of communication (Mackenzie, 2010).

4.3. Intervals of communication. The most selected interval of communication is monthly (management 44.44% and employees 52.63%) (see Table 1 below). It does appear that management has a tendency for increased intervals of communication as 33.33% of management opted for a daily communication interval in comparison to 10.53% of employees who selected the same option (see Table 1 below). This corresponds with the view pertaining to the degree to which management and employees feel communication is a part of their working life. The majority (88.89%) of management felt that communication is an integral part of their working life whilst only 57.89% of employees felt that communication is an integral part of their working life. Management needs to be careful not to crowd employees with numerous communication attempts but needs to strike a balance with the intervals and content of communication (Constantin, 2014). Employees can easily interpret multiple communication attempts as a lack of confidence by management; this can undermine the effectiveness of communication. Employees clearly have a preference for monthly intervals of communication and management needs to be more aware of this. This could also illustrate the need for management

to be more effective in fewer intervals of communication, i.e., management should make better use of communication interactions by being more direct and focused on the message management wants to communicate (this view was supported by an additional comment by a member of management).

4.4. The setting of communication. In response to the importance of setting in which communication takes place, 77.77% of management clearly displays a sensitivity to the setting in which communication takes place; similarly 73.69% of employees chose the same two options (see Table 1 below). It can be seen that there is an almost equal significance placed on the prioritizing of the setting in which communications take place (David, 2011). Management shows a deliberate awareness of the settings in which they communicate, as can been seen in the above results.

Table 1. Elements of the communication process

Statements	Management	Employees
Do you feel management is communicating the same message across different staff levels, departments and throughout the business?		
Never	0.00%	0.00%
Sometimes	11.11%	31.58%
More often than not	55.56%	42.11%
All the time	33.33%	26.32%
What information do you feel is most significant for management to communicate to employees?		
Company strategy	0.00%	5.26%
Monthly activities	0.00%	0.00%
A balance between both company strategy and monthly activities	88.89%	63.16%
All information must be communicated by management	11.11%	31.58%
What is your preferred form of communication for management to communicate with employees?		
Email	0.00%	31.58%
Face to face communication	66.67%	52.63%
Video conferencing	11.11%	5.26%
Use of letters and bulletin boards	22.22%	10.53%
At what intervals do you feel management communication is required?		
Daily	33.33%	10.53%
Weekly	22.22%	31.58%
Monthly	44.44%	52.63%
Every second month	0.00%	5.26%
How important is the setting in which communications take place?		
Indifferent to it	22.22%	15.79%
Not important	0.00%	10.53%
Somewhat important	33.33%	31.58%
Very important	44.44%	42.11%

Source: The present study.

4.5. Upward-feedback process. The majority of both management and employees had similar views on the high importance of upward-feedback (see Table 2 below). Management has adequately acknowledged the importance that employees have placed on upward-feedback (Ruck and Welch, 2012).

The majority of management (55.56%) felt that employees, more often than not, had the opportunity to provide upward-feedback (see Table 2 below). This is significant as management has not only recognized the significant value employees place on upward-feedback but also felt that they as a team are adequately providing employees this opportunity (an additional 22.22% of management felt employees always have the opportunity to provide feedback) (see Table 2 below). Relative to the management results, 36.84% of employees felt they, more often than not, had the opportunity to feedback to management while an additional 42.11% of management felt employees always have the opportunity to provide feedback (see Table 2 below). This does illustrate a better position than management anticipated.

The majority of management (88.89%) felt they would listen to and act on upward-feedback provided by employees whilst only 68.42% of employees shared the same view of management (see Table 2 below). The remaining employees equally shared the opinion that either management would listen but not act on upward-feedback or that they (as employees) are too worried about negative recourse from management and would thus not provide upward-feedback (see Table 2 below). This does show a gap suggesting that management has a more positive view of the feedback process than employees have. Open-door policies have been known to be largely ineffective which leaves management the difficult task of improving the upward-feedback process (Omilion-Hodges and Baker, 2014).

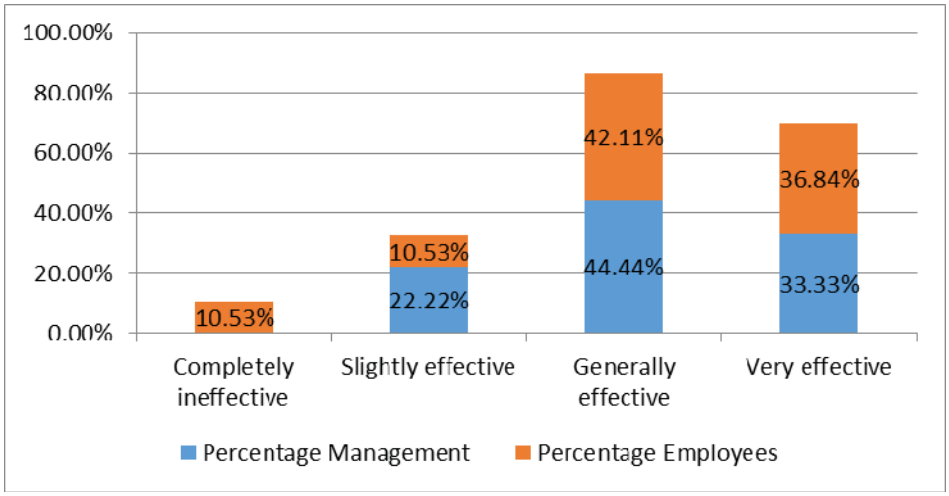
Approximately one third of both management and employees felt the feedback process is working well (see Table 2 below). The options selected by management and employees were quite similar with regard to the option of management further promoting an open-door policy being the most favoured option selected by both management and employees (see Table 2 below). It must be noted that 15.79% of employees felt that the entire process needs to be revisited which could be an indication of an underlying issue (no management members shared this view) (see Table 2 below). Management could embark on positively promoting the upward-feedback process internally amongst both management and employees (Goleman and Boyatzis, 2008). This could help strengthen the upward-feedback process for employees. This definitely needs to be considered by management as there is quite a bit of room for improvement as the majority of both management and employees felt there is something more that can be done to improve the upward-feedback process.

Table 2. The upward-feedback process

Statements	Management	Employees
Do you think employees value the opportunity to feedback to management?		
Indifferent to it	0.00%	0.00%
Not really	0.00%	0.00%
Sometimes	33.33%	26.32%
Always	66.67%	73.68%
Do you think employees have the opportunity to feedback to management?		
No	0.00%	5.26%
Sometimes	22.22%	15.79%
More often than not	55.56%	36.84%
All the time	22.22%	42.11%
What do you think management's response has been or would be in these situations (upward feedback by employees to management)?		
They would not listen	0.00%	0.00%
They would listen but not act on it	0.00%	15.79%
They would listen and act on it	88.89%	68.42%
Employees are too worried about negative recourse from providing upward feedback so they would not provide upward feedback	11.11%	15.79%
What could management do better to facilitate this feedback process?		
The feedback process is working well	33.33%	36.84%
Further promote an open door policy	55.56%	42.11%
Ensure there is no recourse for employees	11.11%	5.26%
The entire process needs to be revisited by management	0.00%	15.79%

Source: The present study.

4.6. Overall. A small percentage (22.22%) of management was not in favor of management's communication effectiveness as they view communication as only slightly effective; similarly, there is confirmed doubt by 21.06% of employees as to the effectiveness of management's communication (one employee provided an additional comment to the effect that some managers do not communicate with lower levels of staff) (see Figure 1 below). Almost half of management (44.44%) felt they are generally effective in communication with employees. This view was supported by 42.11% of employees (see Figure 1 below). Approximately one third of both management and employees felt that management was very effective in communication with employees (the employee view of this was 3.51% more favourable than management's view) (see Figure 1 below). There is consensus over the effectiveness of communication between management and employees. The majority of both management and employees felt that communication is at least generally effective (see Figure 1 below). Management should naturally aim to improve on this and to increase the percentage of employees who feel communication is very effective. Apart from two employees who view communication as completely ineffective, the views of management and employees are aligned (see Figure 1 below).



Source: The present study.

Fig. 1. Effectiveness of communication

4.7. Limitations. There are limitations to this study. Firstly, the research has been restricted to one company; therefore generalizability of the result is not possible. The research is also only focused on head office which does limit the applicability of the findings on operational structures. Reporting bias was considered low risk as results obtained were analyzed in conjunction with what was documented from the literature review. Anonymity might have reduced the information bias.

Conclusion

Management and employees had the same view and understanding of communication within the company in that communication is a two-way process between management and employees; this provided a solid base for analysis as there was no misconception about what communication is. It is evident that management views communication as a more integral part of their work lives as opposed to employees.

Both management and employees placed similar importance on the utmost significance of consistency of communication within management itself. There is definitely room for management to improve on in ensuring the messages communicated by different members of management are consistent amongst management. Employees and management both had a distinct preference for communication with a balance between company strategy and monthly activities. Some employees did display a preference for all information to be communicated to them by management. This does illustrate employees' increased appetite for information and provides the opportunity for management to tactfully increase the scope of their communication to employees.

Management and employees both opted for face-to-face communication as the preferred method of communication. The second preferred method of communication for employees was e-mail. Interestingly, not a single member of management opted for the use of e-mail. This does highlight a significant difference of opinion. There is room for management to place more importance on the significance of e-mail and possibly use it to supplement their main form of communication. Management has displayed a tendency for the use of letters and bulletin boards; this view is not shared to the same extent, by employees.

Management has shown a distinct inclination for more frequent intervals of communication as opposed to employees. Employees don't need to feel bombarded with constant communication by management; management needs to be more impactful and effective with their communication. This is important as employees can easily feel they are not trusted or their capabilities are in question if management communicates a message excessively.

Both management and employees share very similar views of the importance of the setting in which communication takes place. Management must continue to display an awareness of the settings in which communications take place; this must also be done in relation to the content of the communication.

Management and employees placed similar importance on the high significance of upward-feedback. Convergent views were also shared on whether employees have the opportunity to provide upward-feedback (the consensus was that employees, more often than not, have the opportunity to feedback to management). Employees did have a slightly more favorable view of the opportunity to provide upward-feedback than management did. The proposed reaction by management to employees providing upward-feedback displayed a different picture. Employees did not, to the same extent, share the view of management in that management would listen and act upon upward-feedback from employees. Some employees distinctly commented that management would listen but not act or that they as employees are too concerned about negative recourse from management and would thus not participate in upward-feedback. This was confirmed by the indication by some employees and some members of management that there can be improvements in the upward-feedback process. Some employees went so far as to say that the entire process needs to be revisited.

The majority of both management and employees felt that communication is at least generally effective. Management should naturally aim to improve on this and to increase the percentage of employees who feel communication is very effective. Apart from two employees who view communication as completely ineffective, the views of management and employees are aligned.

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