

Original scientific paper

UDC: 331.101.32:314.145
doi:10.5937/ekonhor1903249N

THE IMPORTANCE OF SOCIODEMOGRAPHIC CHARACTERISTICS AND PERSONALITY DIMENSIONS FOR COMMUNICATION SATISFACTION

Milena Nedeljkovic Knezevic^{*1}, Maja Mijatov¹ and Sladjana Nedeljkovic²

¹University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management, Novi Sad, The Republic of Serbia

²PE Elektroprivreda Srbije, Rudarski basen Kolubara, Kolubara, The Republic of Serbia

The subject matter of this research study is the importance of the sociodemographic characteristics and the personality dimensions of employees for communication satisfaction. This study is aimed at determining the significant influences and correlations between the main constructs within the research study conducted on a sample of 119 employees. The obtained results have shown that, except for the gender structure of the respondents, the other examined sociodemographic characteristics have an influence on certain dimensions of communication satisfaction. Correlations were also identified between certain personality dimensions and the dimensions of communication satisfaction. The research results have numerous practical implications. The quality of the interpersonal relationships between highly-educated employees and their supervisors needs to be improved by providing a greater autonomy and complex working tasks. It is also necessary to improve the bottom-up communication process for the purpose of enabling subordinates to express their ideas without barriers. Finally, it is recommended that employees with a high level of the personality dimensions 'Openness to new experiences' and 'Extraversion' should be in the positions in which they could achieve the best results.

Keywords: communication satisfaction, personality dimensions, 'Big Five theory', sociodemographic characteristics, employees

JEL Classification: J0, M54, M50

INTRODUCTION

The success of modern participative management requires good organizational communication within

different levels (Swearingen, 2017). Changes in the attitudes of the management mainly manifested in raising the importance of interpersonal relationships and communication as important factors for successful teamwork ultimately provide positive repercussions for the organizational environment (Lee, Park & Lee, 2015). In contemporary business conditions, starting from top management and

^{*} Correspondence to: M. Nedeljkovic Knezevic, Faculty of technical sciences University of Novi Sad, Trg Dositeja Obradovica 3, 21101 Novi Sad, The Republic of Serbia; e-mail: milena.nedeljkovic3@gmail.com

moving on to employees in subordinate positions, the human aspect of an organization must improve their communication skills in order to meet the current, as well as future, business challenges (Sievert, Rademacher & Weber, 2016; Barbour, Gill & Barge, 2018). Numerous researchers have focused on identifying the impact of organizational communication on employees' job satisfaction, organizational commitment, productivity, knowledge management, a knowledge share, innovations and overall business performances (Loebbecke, van Fenema & Powell, 2016; Mäntymäki, Riemer, 2016; Solaja, Idowu & James, 2016; Mehra & Nickerson, 2019). Taking into consideration relationships in everyday life and also those within an organization, relationships between people depend on individuals' skills and their ability to communicate with others. Numerous organizational problems might arise as a consequence of inappropriate communication between people, which could cause further problems related to the implementation of organizational plans (Ramdhani, Ramdhani & Ainissyifa, 2017; Swearingen, 2017). Communication is also an essential aspect in the establishment of a connection between an organization and its environment since only through exchanging information might managers become aware of customers' needs, governmental regulations, the availability of business suppliers or the overall community's need (Pearson, 2017). The importance of organizational communication could also be manifested through its two main functions: providing the basic information to employees, which are necessary for specifying their business tasks, and simultaneously also enabling employees to interact with their colleagues within a concrete business environment (including their co-workers and their supervisors) in order to meet interpersonal needs and provide their involvement in joint activities (Karanges, Johnston, Beatson & Lings, 2015).

There are different studies regarding the organizational communication, focused on researching the importance of communication satisfaction and its impact on employees' job satisfaction, productivity, or their organizational commitment (Steele & Plenty, 2015; Jalalkamali, Ali, Hyun & Nikbin, 2016; Vermeir, Blot, Degroote, Vandijck, Mariman, Vanacker &

Vogelaers, 2018). Besides, there is an increased interest of numerous researchers in the ways in which trust can be established between the management and employees, especially when analyzing the personality dimensions of successful managers and the impact of those dimensions on the establishment of the aforementioned trust are in question (Schnackenberg & Tomlinson, 2016; Bstieler, Hemmert & Barczak, 2017).

In respect of that, this research study was focused on the relationships between the dimensions of communication satisfaction and the 'Big Five' theory of personality, as well as the influence of employees' demographic variables on the dimensions of communication satisfaction. This research study was conducted in the Electrical Power Production of Serbia (EPS) company, which is a large organization about to face major changes in its organizational structure, including possible job losses in the near future and the process of transition to other entrepreneurial sectors. In many European countries, especially so in those in transition, the problem of the restructuring of industrial (especially mining) areas is very pronounced. Hence, economic development planners are increasingly considering the possibility of accelerating the development of the service sector, especially tourism. The awareness of a future transformation is intensively present amongst the employees of this organization, and the obtained results were analyzed against that environment, which might particularly reflect on the communication satisfaction of the employees with higher education, who are often employed in managerial positions and who expect to be well-informed about upcoming changes. This is important, taking into account the fact that the success of the implementation of changes often depends on highly-educated employees.

ORGANIZATIONAL COMMUNICATION

Communication, both internal and external, plays an important multidimensional role in the organizational environment. With respect to that, successful communication provides the clarity of business

tasks, a reduction in the sense of uncertainty among employees, which is especially important during the implementation of the organizational restructuring process, and it could also facilitate the process of solving conflict situations. It might also increase employees' sense of organizational commitment and their trust in supervisors and co-workers, reduce the sense of the existence of a distance between subordinates and supervisors, ensure a higher degree of readiness to accept changes and obtain feedback on the quality of performed business tasks and proposals for changes. Besides, it might also reduce the cultural distance in international cooperation (Men, 2015; Jacobs, Yu & Chavez, 2016; Král & Králová, 2016; Malhotra & Ackfeldt, 2016; Solaja, Idowu & James, 2016). Organizational communication also plays an important role in raising employees' motivation by allowing them to express their feelings (Posey, Roberts & Lowry, 2015; Ramadanty & Martinus, 2016). Its role is particularly evident in the fact that working in a collective is the basic source of social interaction for the majority of employees. Organizational communication is also important for the overall decision-making process due to the fact that communication provides information necessary for making various decisions (Claeys & Coombs, 2019).

There is no doubt that, in modern management approaches, communication is more important comparing to the era of classical management. Perhaps more than any other organizational activity, organizational communication used to focus on formal 'top-down' communication in the past (Banks, Pollack & Seers, 2016). Informal communications, primarily related to interpersonal horizontal communications, were considered as an obstacle to effective organization. Nowadays, this is no longer the case and the informal aspect of communication is considered as significant and unavoidable for achieving employees' satisfaction (Ruben & Gigliotti, 2017). Directive (authoritarian) and controlled communication is still directed from the management towards employees, although certain upstream mechanisms, such as 'boxes for suggestions' or 'complaint systems', are increasingly implemented in the organizational environment

(Král & Králová, 2016; Ruben & Gigliotti, 2017). The main goals of communication are expanded, from those suggesting that communication should only provide a transfer of instructions on business tasks to the creation of the communication that ensures that employees feel needed and satisfied within their business environment. Nowadays, organizational communication is not only a medium for speaking with employees, but also a medium through which managers listen to what employees have to say (Ramadanty & Martinus, 2016; Claeys & Coombs, 2019). As has already been mentioned, communication with employees is extremely important during the time of organizational changes. Employees might be afraid of the consequences of such changes; they might be wondering whether they will retain their jobs and their current positions, or not, and what their future will look like. Given the fact that uncertainty in the organizational environment might reduce employees' productivity, it is important to communicate with them regarding the ongoing and future changes (Král & Králová, 2016).

COMMUNICATION SATISFACTION

Research related to communication effectiveness usually considers the level of employees' communication satisfaction and constitutes an important aspect of a wider research area of organizational communication, which is researched by different authors with various established criteria for its measurement (Chan & Lai, 2017). M. L. Hecht (1978) provided the following definition of communication satisfaction: '*Communication satisfaction is a socioemotional consequence arising from the communication interactions*'. Numerous studies were focused on researching the correlation between communication satisfaction and job satisfaction (Steele & Plenty, 2015; Jacobs *et al*, 2016; Raina & Roebuck, 2016). The impacts of employees' communication satisfaction on their productivity, job performances and organizational commitment are also important issues, addressed by different authors (Gray & Laidlaw, 2004; Loebbecke *et al*, 2016; Solaja *et al*, 2016; Mehra & Nickerson, 2019).

Various questionnaires were formed in order to measure the level of communication satisfaction within an organization. One of the basic questionnaires was that given by C. W. Downs and M. D. Hazen (1977). J. Gray and H. Laidlaw (2004) pointed to a comprehensive bibliography in the field of measuring communication satisfaction, pointing out some of the most commonly observed dimensions of communication satisfaction: *organizational integration*, which includes employees' satisfaction with information about their direct business environment and also refers to departmental divisions and personal information; *the communication climate*, which - covers the extent to which communication within an organization motivates its employees to focus their efforts on the achievement of the main organizational goals and also the level at which employees consider communication within the organization to be appropriate; *the media quality*, which implies obtaining employees' satisfaction with respect to the overall process of conveying information: whether meetings are well-organized or not, whether written documentation is clear enough or not and whether the amount of information is appropriate or not; *communication with co-workers*, which includes the extent to which employees provide feedback to their superiors and the extent to which they initiate communication with their superiors, too; *personal feedback*, which implies obtaining employees' satisfaction related to feedback on their performances; *communication with supervisors*, which includes employees' satisfaction with the supervisor's openness to new ideas, his/her ability to listen to and care for his/her employees, and the extent to which the supervisor helps them in solving the problems in the workplace; *the organizational perspective*, which implies the extent to which employees receive information from the legal and the economic environments, including information on changes within the organization comprising employees' awareness of organizational policies and further plans (Down & Hazen, 1977; Gray & Lidlaw, 2004; Dibb & Fisk, 2005; Hadžić and Nedeljković, 2009; Simoes, Chan & Lai, 2017).

PERSONALITY DIMENSIONS ACCORDING TO 'BIG FIVE' THEORY

Since business communication takes place between individuals often characterized by different personality dimensions, it is important to determine how each of the 'Big Five' personality dimensions might affect their behavior within the organization. This is important primarily because of the fact that each 'Big Five' personality dimension might shape the openness/shyness of employees for communication, together with the other aspects of business behavior. The aforementioned 'Big Five' personality dimensions theory provides us with the personality dimensions termed as: Extraversion, Agreeableness, Conscientiousness, Openness to New Experiences, and Neuroticism (Digman, 1990; Costa & McCrae, 1992; Judge & Zapata, 2015; Ngeek, 2015; Marchand & Vandenberghe, 2016; Kaczmarek & Kaczmarek-Kurczak, 2017; Anwar, Shah, Khan & Khattak, 2018).

Extraversion: An individual characterized by a high degree of extraversion is socially active and such a person usually has many friends, feels good in a group environment and is very popular in it. Such a person seeks new experiences, as well as complex and diverse business tasks. In the organizational context, an individual with a high degree of extraversion is friendly-oriented in communication with others, sometimes relying on other people without even sufficiently knowing them (Kaczmarek & Kaczmarek-Kurczak, 2017).

Agreeableness is determined by several subdimensions, such as being considerate and gentle towards others; it is also characterized by a lack of dominance over others, conflict avoidance and willingness to forgive. Such a person is sensitive and altruistic to other people, but also expects to be treated in the same way by others. People with a high degree of this personality dimension are good team members, due to the fact that they interact with each other in order to bring harmony into teamwork. However, such individuals are often not successful as leaders as they prefer to work in the 'background'. In general, they keep their opinions to themselves so as to avoid possible conflicts (Judge & Zapata, 2015).

Conscientiousness implies adhering to the rules, perfectionism, a systematic approach to the planning and execution of business tasks. A high level of the Conscientiousness personality dimension in a business environment implies a person focused on business tasks and their timely implementation and consistent throughout the implementation of established rules, which largely determines the overall communication of such a person with other team members (Anwar *et al*, 2018).

Openness to new experiences implies independence, intellectual efficiency, intellectual curiosity. An individual with a high degree of openness to new experiences is original, creative and curious, with the expressed belief that changes would lead to achieving a better situation within the organizational environment. When analyzing a situation, such a person chooses to form a global picture of it and does not insist on the details that are not crucial, which is also conveyed in the manner of the overall communication of such a person within the organization (Ngek, 2015).

Neuroticism: An individual with a high degree of neuroticism is difficult to fit in with other team members in their teamwork, because such a person does not have an optimistic approach to business tasks and obviously lacks the belief in the possibility of their successful realization, on the one hand, whereas on the other, this individual could also consider that a minor failure might become a serious obstacle to further work, which hinders the communication of these individuals within the organization. Another important subdimension of the negative affective personality is the time necessary for such a person to recover from stress. An individual with a high degree of neuroticism is characterized by a long recovery time from the moment of the occurrence of a stress and such a person is prone to the pessimistic interpretation of conflict situations (Marchand & Vandenberghe, 2016).

In addition to the personality dimensions, communication within an organization could also be influenced by the different sociodemographic characteristics of its employees (Janssen, Ruiters &

Waters, 2018). In respect of that, it is important to do research into the degree to which all these different factors influence communication satisfaction within an organization.

RESEARCH METHODOLOGY

The sample consists of 119 employees of "Electrical Power Production of Serbia" (EPS). The male respondents represent the majority of the sample (62%) in comparison with the female respondents (38%). According to the respondents' age, the majority of them are between 41 and 50 years of age (41.18%). The sample also includes 24.37% of the respondents between 50 and 65 years of age and 23.53% of those between 31 and 40 years of age, whereas the minority of the respondents belong to the group of the youngest, namely those of up to 30 years of age (10.92%). According to the respondents' working tenure, the sample includes 25.21% of the respondents with a work tenure ranging from 21 to 25 years, 21.01% of those with a work tenure between 16 and 20 years, together with 20.16% of the respondents exceeding a business experience of 25 years. A slightly lower percentage of the respondents have up to 5 years of the working tenure (17.65%) and between 6 and 10 years of the working tenure (14.29%), whereas the minority of the respondents have a working tenure between 11 and 15 years (1.68%). The majority of the respondents received a university (four-year) education degree (52.10%) and 32.77% of them have a high-school education degree, whereas the minority of the respondents belong to the category of those with a college (two-year) higher education degree (11.77%). According to the respondents' job positions, 77.31% of them are employed in subordinate positions, whereas 22.69% of them work in supervisory positions. The respondents participated in the research study on a voluntary basis. They were informed that the results would only be used for a scientific purpose.

The data were collected based on the survey research distributed by the coauthors in the period between April and June 2018, all in cooperation with the managers and the psychologist employed in the

Kolubara Basin (a branch of the Electrical Power Production of Serbia). The respondents were informed that the research study was anonymous and that they would answer the questions on the standard-method basis, i.e. with the pen and paper. The collected data were analyzed by SPSS 17.0, based on the descriptive statistics, a correlation analysis and the analysis of the variance.

The following hypotheses will be tested in the paper:

- H1: There is a significant difference in the dimensions of communication satisfaction based on the respondents' demographic characteristics.
- H2: There is a significant correlation between the personality dimensions according to the 'Big Five' theory and the dimensions of communication satisfaction.

The research study was conducted based on a questionnaire divided into three parts. The first part consisted of the items related to the respondents' demographic characteristics (the gender, age, the education degree, the working tenure, the job position). The second part contained the items from the standardized questionnaire formed for the purpose of analyzing communication satisfaction (Down & Hazen, 1977) that was used to measure the seven dimensions of communication satisfaction (Communication Climate, Communication with Supervisors, Organizational Integration, Media Quality, Communication with Co-Workers, Personal Feedback, Organizational Perspective). The third group of questions was focused on the five personality dimensions: Extraversion, Neuroticism, Conscientiousness, Agreeableness and Openness to New Experiences. These personality dimensions were measured by means of the scale established by P. J. Howard and J. M. Howard (2000), which included 25 items.

RESULTS

According to the research results presented in Table 1, it could be noticed that, in the case of the personality

dimensions, the employees gave the highest grade (6.22) to the Conscientiousness personality dimension, whereas the lowest grade (4.25) was recorded for the Neuroticism personality dimension.

Table 1 The descriptive statistics for the dimensions of personality and communication satisfaction ($N = 119$)

Dimension	Mean value	Standard deviation	α coefficient
Neuroticism	4.25	1.30	0.72
Extraversion	5.72	1.22	0.78
Openness for new experiences	5.57	1.02	0.82
Agreeableness	5.81	1.15	0.75
Conscientiousness	6.22	0.90	0.81
Personal feedback	4.58	2.34	0.94
Organizational integration	5.14	1.74	0.89
Communication climate	3.11	1.88	0.92
Organizational perspective	4.39	4.10	0.90
Media quality	5.26	3.39	0.96
Communication with supervisors	6.64	2.29	0.92
Communication with co-workers	7.05	4.70	0.89

Source: Authors

In the case of the dimensions of communication satisfaction, based on the research results also presented in Table 1, the highest grade (7.05) was evidently achieved for the Communication with Co-Workers dimension of communication satisfaction, whereas the lowest (3.11) grade was recorded for the Communication Climate dimension of communication satisfaction.

The influence of the employees' demographic characteristics on the dimensions of communication satisfaction was tested based on the ANOVA

test. According to the research results shown in Table 2, a significant difference was recorded for the Organizational Integration dimension of communication satisfaction according to the employees' age ($F = 3.02; p = .033$), whereas according to the respondents' age, no significant differences were found for the other dimensions of communication satisfaction.

Table 2 Organizational integration and the respondents' age

Age	Organizational integration			
	Mean value	Standard deviation	F	P
Up to 30	5.36	2.52	3.02	.033
31-40	5.40	1.74		
41-50	5.43	1.52		
50-65	4.32	1.48		

Source: Authors

The research results did not point to significant differences in the dimensions of communication satisfaction according to the respondents' gender and working tenure. However, according to the respondents' education degree, significant differences were found for the following dimensions of communication satisfaction: Organizational Perspective ($F = 5.58; p = .005$), Media Quality ($F = 8.33; p = .001$) and Communication with Supervisors ($F = 3.80; p = .025$), whereas the research results did not point to any significant differences for the other dimensions of communication satisfaction based on the respondents' education degree. The results are accounted for in Table 3. It should be emphasized that the respondents with primary school were excluded from the statistical analysis due to a small number of the respondents who belonged to this group (only four of them).

The research results indicated a significant difference in the Communication with Co-Workers dimension of communication satisfaction ($F = 4.64; p = .033$) according to the respondents' job position, which can be seen in Table 4. On the other hand, the research

Table 3 The dimensions of communication satisfaction and the respondents' education degree

Education degree	Organizational perspective			
	Mean Value	Standard deviation	F	P
High-school	4.98	1.97	5.58	.005
College (two-year studies)	5.29	2.02		
University (four-year studies)	3.87	1.88		
Education degree	Media quality			
	Mean Value	Standard deviation	F	P
High-school	5.89	1.92	8.33	.001
College (two-year studies)	6.15	1.54		
University (four-year studies)	4.65	1.61		
Education degree	Communication with supervisors			
	Mean Value	Standard deviation	F	P
High-school	7.08	2.52	3.80	.025
College (two-year studies)	7.63	1.99		
University (four-year studies)	6.12	2.28		

Source: Authors

results did not point to any significant differences in the other dimensions of communication satisfaction, based on the respondents' job position.

Table 4 Communication with co-workers and the respondents' job position

Job position	Mean Value	Standard deviation	F	p
Subordinates	6.82	2.26	4.64	.033
Supervisors	7.83	1.63		

Source: Authors

Based on the presented research results, hypothesis H1 is partly confirmed. The research results have shown that there is a significant correlation between the respondents' demographic variables and the specific dimensions of their communication satisfaction.

Besides, the research results have shown is the existence of a significant correlation between the following variables: Extraversion and Communication with Supervisors, as well as between Openness to New Experiences and Communication with Supervisors. Also, it can be noted that there is a significant correlation between Extraversion and Communication with Co-Workers, as well as between

Extraversion and Media Quality, which is possible to see in Table 5.

According to presented research results, hypothesis H2 is partly confirmed. The research results have shown that there is a significant correlation between the specific personality dimensions according to the 'Big Five' theory, on the one hand, and the specific dimensions of communication satisfaction, on the other.

DISCUSSION

The research results pointing to the fact that there is a significant difference in the assessment of the Organizational Integration dimension of communication satisfaction according to the respondents' age between the second group (from 30 to 40 years of age) and the fourth group (from 50 to 65 years of age), as well as between the third (from 40 to 50 years of age) and the fourth groups of the respondents (over 50 years of age). One of the items for measuring the respondents' communication satisfaction with respect to Organizational Integration was oriented towards determining the degree of the respondents' awareness of their business tasks and role in the overall activities of the organization. The fourth group of the employees gave a significantly lower score for the aforementioned dimension comparing to the second and the third groups of the respondents.

Table 5 The correlation between the dimensions of personality and communication satisfaction

Dimensions	Communication with supervisors	Communication with co-workers	Communication climate	Organizational integration	Media quality	Organizational perspective	Personal feedback
Extraversion	0.27**	0.20*	0.12	0.17	0.19*	0.18	0.18
Neuroticism	-0.02	-0.14	0.18	-0.10	0.05	0.13	0.05
Openness to new experiences	0.19*	0.16	0.01	0.15	0.08	0.12	0.15
Agreeableness	0.78	0.08	-0.02	0.09	0.11	0.11	0.10
Conscientiousness	0.83	0.13	-0.04	0.09	0.09	0.09	0.04

* Correlation is significant at the .05 level (2-tailed) ** Correlation is significant at the .01 level (2-tailed)

Source: Authors

One of possible explanations might relate to the fact that it is not necessary to provide more information on Organizational Integration for the oldest employees. Bearing in mind their age and business experience, the employees from the aforementioned category could gain an insight into Organizational Integration even with less information.

The research results pointed to a significant difference in the assessment of the Organizational Perspective dimension of communication satisfaction according to the employees' education degree between the second (a high-school degree) and the fourth (a university education degree) groups, as well as between the third group (a college education degree) and the fourth group of the respondents (a university education degree). The lowest grade for Organizational Perspective (3.87) was given by the respondents with a university education degree, only to be followed by those holding a high-school education degree (4.98), whereas the highest grade was recorded for the group of the respondents who hold a college education degree (5.29). One of possible explanations for the obtained result could relate to the fact that the management of the researched organization estimate that the employees with a high-school education degree who are typically entrusted with less complex business tasks and whose activities are not so exposed to the necessity for changes and innovations do not need more information in order to successfully complete their business tasks, so these employees could consider that they are relatively well-informed.

On the other hand, the employees with a higher education degree mainly work on complex business tasks, which fact increases their need for having a broader insight into the overall activities of the organization, which might be one of the main reasons for their need for a better Organizational Perspective, which resulted in their lower satisfaction with this dimension.

The obtained results are indicative of the fact that the employees with higher education also cherish higher expectations with respect to this dimension of communication satisfaction, which results in their

lower evaluation of Organizational Perspective. Furthermore, the research results point to the fact that there is a significant difference in the assessment of the Media Quality dimension of communication satisfaction between the second and the fourth, as well as the third and the fourth, groups of the respondents. The highest grade (6.15) was given by the employees holding a college education degree, only to be followed by those with a high-school education degree (5.89), whereas the lowest grades were given by the respondents holding a university education degree (4.65). The explanation is similar to the previous dimension of communication satisfaction. Furthermore, there are significant differences in the assessment of the Communication with Supervisors dimension of communication satisfaction between the second and the fourth groups, as well as the third and the fourth groups of the respondents, whereas the order is the same as in the previous two results. The highest grade (7.63) was given by the employees with a college education degree, only to be followed by the grade (7.08) of the employees with a high-school education degree, whereas the lowest grade was given by those holding a university education degree (6.12). The need for self-fulfillment, together with the complexity of business tasks and involvement in teamwork, increases the need of the employees with a higher education degree for a better communication with their supervisors, so their expectations in relation to the high quality of communication with their supervisors are also higher. The employees with a high-school and college education degrees demonstrate a lower need for communication with their supervisors, because their Communication with Supervisors is predominantly 'top-down' oriented, which is considered as an 'acceptable' form of communication amongst these employees. Hence, their level of expectations for the two-way orientation of Communication with Supervisors is lower, whereas their satisfaction with communication with superiors is higher, which is opposite in comparison with the category of the employees with a university education degree.

The research results also pointed to a significant difference in the assessment of Communication with Co-Workers dimension of communication satisfaction

according to the respondents' job position. The employees in the managerial positions expressed significantly greater satisfaction with Communication with Co-Workers comparing to the employees in the subordinate positions, which might indicate that the communication of the managers with their employees is mainly 'top-down oriented. This means that it is the manager who is often the initiator of organizational communication where he/she has a dominant role, which also means that the manager is he who determines the topic and flow of a conversation, which creates a sense of a communication success for the manager, and potentially also the impression of almost one-way communication for the subordinates who communicate with the manager, due to the fact that the manager does not show any particular interest in the employee's reaction to the forwarded message. This kind of communication is not unusual in transitional society, such as Serbia, which is still influenced by traditional authoritarianism. Subordinates are not ready to accept this form of communication as appropriate; therefore, it is understandable that their communication satisfaction is significantly lower comparing to that of their managers.

A Positive correlation between the Extraversion personality dimension and the Communication with Supervisors, Communication with Co-Workers and Media Quality dimensions of communication satisfaction is understandable since an extrovert is open up to cooperation with the supervisor and co-workers. Due to the fact that an individual with a high level of Extraversion is prone to seeking complex and various business tasks, it is clear why this dimension of the employee's personality is positively correlated with the Communication with Supervisors who are able to recognize and adequately reward the employees who are ready to face complex business tasks. An extrovert is also socially and friendly oriented towards other people (Kaczmarek & Kaczmarek-Kurczak, 2017). Bearing in mind these main characteristics of an extrovert, such a positive correlation with Communication with Co-Workers is understandable. A significant positive correlation was also recorded between the Openness to New Experiences personality

dimension and Communication with Supervisors. An individual with a high degree of Openness to New Experiences is creative and believes that change may improve a general organizational situation. In the organizational context, this personality dimension is appropriate for all the jobs that require a non-standard mindset and a creative approach to problem solving. An open-minded employee will probably be well-received by the supervisor. If these employees' creative approach to problem solving is noticed and adequately rewarded by the supervisor, there is a clear positive correlation between the Openness to New Experiences personality dimension and the Communication with Supervisors dimension of communication satisfaction.

CONCLUSION

The importance of doing research in communication satisfaction is especially pronounced in a time of rapid changes, which is one of the consequences of modern trends in technology, politics and the economy. The obtained results have shown that the existence of significant differences between employees' demographic variables and the specific dimensions of communication satisfaction. The research results could not only contribute to the organizations that are the subject-matter of this research study, but also to all organizations of a similar business profile, especially in countries in transition. The obtained results could also serve as the basis for the development of industrial tourism, which could reduce the negative outcomes caused by transition and different organizational changes throughout the restructuring process.

The fact that the employees with a high education degree gave a low grade for satisfaction with respect to Organizational Perspective should encourage the management to improve this form of communication, which could be of particular importance in the period of conducting organizational transformations. This involves the establishment of quality communication channels at an interpersonal level (relationships between the employees), as well as an adequate

distribution of information to all employees through organizing regular meetings and other communication methods within the organization. The establishment of an open Communication Climate that would improve interpersonal communication channels would also increase the employees' satisfaction in respect of communication media, while it would also significantly improve the employees' development programs, which should be established in order to remove the barriers to achieving organizational effectiveness.

Supervisors should analyze the reasons for the relatively low satisfaction with communication with them expressed by the employees holding a higher education degree due to the fact that communication between supervisors and employees with a higher education degree might be critical in the period of an ongoing upcoming transformation process. As the reasons for such an assessment could be various, starting from the feeling of insufficient involvement in the decision-making process, via the absence of information on business performances, to insufficient assistance in resolving potential conflicts or business tasks, especially in teamwork, it is necessary for the top management and direct supervisors to engage themselves in overcoming the possible problems that could be particularly pronounced in a period of changes. A good relationship with the supervisor is an important factor for increasing employees' readiness for changes, which is one of the most important prerequisites for a successful implementation of changes.

In order to fully understand the reasons for the distribution of the Media Quality assessment according to the respondents' education degree, where the employees with the highest level of education are least satisfied with Media Quality, it would be necessary to analyze the quality of the communication channels in detail (whether meetings are organized at the level of different sectors where employees could be informed about problems, results and future transformations, or not; what quality organizational leaflets are and which information is presented in

them, e.g. whether those pieces of information are in the domain of economic-legal or engineering problems). Employees with a higher education degree are usually responsible for administrative and financial business tasks and significant changes are being made in this field in Serbia, which is the main reason why more information in this field is given in organizational leaflets comparing to the information provided in the field of technical innovations. As the researched organization belongs in the mining sector, it is possible that the engineering staff might find they are not sufficiently informed about the issues that they are mostly interested in. Therefore, the main task of the management is to identify the real reasons for the low assessment of Media Quality by the employees with a higher education degree, on the one hand, and take appropriate measures so as to increase the rating of this factor of communication satisfaction, on the other.

The research results provided an indication of communication satisfaction within the researched organization, but such research should only be the first step towards the improvement of communication satisfaction among the employees. Communication satisfaction surveys should be conducted within the organization involving the human resources management team in order to identify the main barriers to improving communication by conducting a research study of the employees' attitudes towards the quality of their communication with the supervisor. This could be achieved through an open interview, considering the possibilities of improving organizational communication, especially by applying modern information and communication technologies and making proposals for the changes in the organizational structure that would lead to the creation of new communication channels or the redefining of the role of the existing ones.

The research results have revealed that the influence of certain dimensions of personality on certain aspects of communication satisfaction is undoubted. This correlation is certainly influenced by the specificity of the workplace and, therefore, it would be useful for the

management, in consultation with psychologists, on the occasion of selecting candidates and recruiting or selecting supervisors and subordinates with respect to the alignment of their personality dimensions with the characteristics of a specific workplace. For example, extraverted employees would express a high level of business performances within the positions that require frequent communication with other employees, supervisors, as well as customers buying products or services. Besides, employees with the expressed personality dimension of Extraversion are excellent team members due to the fact that they are characterized by the predominance of empathy and sociability. Therefore, when forming teams, the management of the organization should provide an opportunity for the employees with the pronounced Extraversion personality dimension to be part of a team in accordance with their knowledge. According to the research results, there is a significant correlation between the employees' Openness for New Experiences personality dimension and their satisfaction with Communication with Supervisors, which further implies that managers should provide adequate working conditions for employees when they recognize a pronounced level of this personality dimension, which will contribute to the full realization of innovation and the intellectual curiosity of these employees.

The results of this type of research within different business sectors could make a significant contribution to gaining in efficiency in managing organizational changes, improving business performances and increasing employees' organizational commitment, which would undoubtedly affect the overall efficiency of the economy.

ACKNOWLEDGEMENT

This paper is a part of the research Project (OI 176020), which is founded by the Ministry of Education, Science and Technological Development of the Republic of Serbia.

REFERENCES

- Anwar, M., Shah, S. Z. A., Khan, S. Z., & Khattak, M. S. (2018). Manager's personality and business model innovation. *International Journal of Innovation Management*, 23(7). doi:10.1142/S1363919619500610
- Banks, G. C., Pollack, J. M., & Seers, A. (2016). Team coordination and organizational routines: bottoms up- and top down. *Management Decision*, 54(5), 1059-1072. doi:10.1108/MD-07-2014-0442
- Barbour, J. B., Gill, R., & Barge, J. K. (2018). Organizational communication design logics: A theory of communicative intervention and collective communication design. *Communication Theory*, 28(3), 332-353. doi:10.1093/ct/qtz005
- Bstieler, L., Hemmert, M., & Barczak, G. (2017). The changing bases of mutual trust formation in inter-organizational relationships: A dyadic study of university-industry research collaborations. *Journal of business research*, 74(C), 47-54. doi:10.1016/j.jbusres.2017.01.006
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of business research*, 70(C), 214-223. doi:10.1016/j.jbusres.2016.08.017
- Claeys, A. S., & Coombs, W. T. (2019). Organizational crisis communication: suboptimal crisis response selection decisions and behavioral economics. *Communication Theory*, doi:10.1093/ct/qtz002.
- Costa, P. T, Jr., & McCrae, R. R. (1992). Four ways five factors are basic. *Personality and Individual Differences*, 13(6), 653-665. doi:10.1016/0191-8869(92)90236-I
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review of Psychology*, 41(1), 417-440. doi:10.1146/annurev.ps.41.020190.002221
- Down, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3), 63-73. doi:10.1177%2F002194367701400306
- Gray, J., & Laidlaw, H. (2004). Improving the measurement of communication satisfaction. *Management Communication Quarterly*, 17(3), 425-448. doi:10.1177/0893318903257980
- Hadžić, O. i Nedeljković, M. (2009). *Motivacija za rad i zadovoljstvo poslom u organizaciji*. Univerzitet u Novom Sadu, RS: Prirodno-matematički fakultet, Departman za geografiju, turizam i hotelijerstvo.

- Hecht, M. L. (1978). Toward a conceptualization of communication satisfaction. *Quarterly Journal of Speech*, 64(1), 47-62. doi:10.1080/00335637809383411
- Howard, P. J., & Howard, J. M. (2000). *The Owner Manual for Personality at Work: How the Big Five Personality Traits affects Your Performance*. Bard Press: Communication, Teamwork, Leadership and Sales.
- Jacobs, M. A., Yu, W., & Chavez, R. (2016). The effect of internal communication and employee satisfaction on supply chain integration. *International Journal of Production Economics*, 171, 60-70. doi:10.1016/j.ijpe.2015.10.015
- Jalalkamali, M., Ali, A. J., Hyun, S. S., & Nikbin, D. (2016). Relationships between work values, communication satisfaction, and employee job performance: The case of international joint ventures in Iran. *Management Decision*, 54(4), 796-814. doi:10.1108/MD-01-2015-0003
- Janssen, E., Ruiters, R. A., & Waters, E. A. (2018). Combining risk communication strategies to simultaneously convey the risks of four diseases associated with physical inactivity to socio-demographically diverse populations. *Journal of behavioral medicine*, 41(3), 318-332. doi:10.1007/s10865-017-9894-3
- Judge, T. A., & Zapata, C. P. (2015). The person-situation debate revisited: Effect of situation strength and trait activation on the validity of the Big Five personality traits in predicting job performance. *Academy of Management Journal*, 58(4), 1149-1179. doi:10.5465/amj.2010.0837
- Kaczmarek, M., & Kaczmarek-Kurczak, P. (2017). Personality traits and self-efficacy as predictors of business performance: A longitudinal study. *Roczniki Psychologiczne/Annals of Psychology*, 19(1), 121-137.
- Karanges, E., Johnston, K., Beatson, A., & Lings, I. (2015). The influence of internal communication on employee engagement: A pilot study. *Public Relations Review*, 41(1), 129-131. doi:10.1016/j.pubrev.2014.12.003
- Král, P., & Králová, V. (2016). Approaches to changing organizational structure: The effect of drivers and communication. *Journal of Business Research*, 69(11), 5169-5174. doi:10.1016/j.jbusres.2016.04.099
- Lee, J., Park, J. G., & Lee, S. (2015). Raising team social capital with knowledge and communication in information systems development projects. *International Journal of Project Management*, 33(4), 797-807. doi:10.1016/j.ijproman.2014.12.001
- Loebbecke, C., van Fenema, P. C., & Powell, P. (2016). Managing inter-organizational knowledge sharing. *The Journal of Strategic Information Systems*, 25(1), 4-14. doi:10.1016/j.jsis.2015.12.002
- Malhotra, N., & Ackfeldt, A. L. (2016). Internal communication and prosocial service behaviors of front-line employees: Investigating mediating mechanisms. *Journal of Business Research*, 69(10), 4132-4139. doi:10.1016/j.jbusres.2016.03.038
- Mäntymäki, M., & Riemer, K. (2016). Enterprise social networking: A knowledge management perspective. *International Journal of Information Management*, 36(6), 1042-1052. doi:10.1016/j.ijinfomgt.2016.06.009
- Marchand, C., & Vandenberghe, C. (2016). Perceived organizational support, emotional exhaustion, and turnover: The moderating role of negative affectivity. *International Journal of Stress Management*, 23(4), 350-375. doi:10.1037/str0000020
- Mehra, P., & Nickerson, C. (2019). Organizational communication and job satisfaction: what role do generational differences play? *International Journal of Organizational Analysis*, 27(3), 524-547. doi:10.1108/IJOA-12-2017-1297
- Men, L. R. (2015). The internal communication role of the chief executive officer: Communication channels, style, and effectiveness. *Public Relations Review*, 41(4), 461-471. doi:10.1016/j.pubrev.2015.06.021
- Ngek, N. B. (2015). Entrepreneurial self-efficacy and small business performance: The mediating effect of entrepreneurial mindset and openness to experience. *Problems and Perspectives in Management*, 13(4), 271-280.
- Pearson, R. (2017). Business ethics as communication ethics: Public relations practice and the idea of dialogue. In C. H. Botan (Ed.). *Public relations theory* (pp. 111-131). London, UK: Routledge.
- Posey, C., Roberts, T. L., & Lowry, P. B. (2015). The impact of organizational commitment on insiders' motivation to protect organizational information assets. *Journal of Management Information Systems*, 32(4), 179-214. doi:10.1080/07421222.2015.1138374

- Raina, R., & Roebuck, D. B. (2016). Exploring cultural influence on managerial communication in relationship to job satisfaction, organizational commitment, and the employees' propensity to leave in the insurance sector of India. *International Journal of Business Communication*, 53(1), 97-130. doi:10.1177%2F2329488414525453
- Ramadanty, S., & Martinus, H. (2016). Organizational communication: Communication and motivation in the workplace. *Humaniora*, 7(1), 77-86. doi:10.21512/humaniora.v7i1.3490
- Ramdhani, A., Ramdhani, M. A., & Ainissyifa, H. (2017). Conceptual framework of corporate culture influenced on employees commitment to organization. *International Business Management*, 11(3), 826-830. doi:10.36478/ibm.2017.826.830
- Ruben, B. D., & Gigliotti, R. A. (2017). Communication: Sine qua non of organizational leadership theory and practice. *International Journal of Business Communication*, 54(1), 12-30. doi:10.1177%2F2329488416675447
- Schnackenberg, A. K., & Tomlinson, E. C. (2016). Organizational transparency: A new perspective on managing trust in organization-stakeholder relationships. *Journal of Management*, 42(7), 1784-1810. doi:10.1177%2F0149206314525202
- Sievert, H., Rademacher, L., & Weber, A. (2016). Business Knowledge as a Limited Success Factor for Communication Managers: Results of a Survey in the German-Speaking Context. In P. S. Bronn, & A. Zerfoss (Eds.). *The Management Game of Communication* (pp. 3-22). Bingley, UK: Emerald Group Publishing Limited.
- Simoës, C., Dibb, S., & Fisk, R. (2005). Managing corporate identity: An internal perspective. *Journal of the Academy of Marketing Science*, 3(2), 153-168. doi.org/10.1177/0092070304268920
- Solaja, M. O., Idowu, E. F., & James, E. A. (2016). Exploring the relationship between leadership communication style, personality trait and organizational productivity. *Serbian Journal of Management*, 11(1), 99-117. doi:10.5937/sjm11-8480
- Steele, G. A., & Plenty, D. (2015). Supervisor-subordinate communication competence and job and communication satisfaction. *International Journal of Business Communication*, 52(3), 294-318. doi:10.1177%2F2329488414525450
- Swearingen, M. H. (2017). *Participative management: An analysis of its effect on productivity*. London, UK: Routledge.
- Vermeir, P., Blot, S., Degroote, S., Vandijck, D., Mariman, A., Vanacker, T., & Vogelaers, D. (2018). Communication satisfaction and job satisfaction among critical care nurses and their impact on burnout and intention to leave: A questionnaire study. *Intensive and Critical Care Nursing*, 48, 21-27. doi:10.1016/j.iccn.2018.07.001

Received on 12th August 2019,
after revision,
accepted for publication on 23rd December 2019
Published online on 25th December 2019

Milena Nedeljkovic Knezevic is an Associate professor at the Faculty of Sciences - Department of Geography, Tourism and Hotel Management, at the University of Novi Sad. She obtained PhD in HRM at the Faculty of technical sciences, University of Novi Sad. Second PhD dissertation she defended in the area of Behavioral economics at the Faculty of economic and Faculty of philosophy, UNS. Her research interests are within the area of management and management of human resources.

Maja Mijatov is a research associate at the Faculty of Sciences - Department of Geography, Tourism and Hotel Management, at the University of Novi Sad. Her main fields of interest are: business ethics, ethical climate, corporate social responsibility, business performances, job satisfaction, organizational commitment, service orientation, management, human resources.

Sladjana Nedeljkovic, graduated with interdisciplinary PhD in sociology and tourism at the University of Novi Sad. She is employed at the mining basin "Kolubara". Her research interests includes sociology of culture and organizational culture.