RELATIONSHIP BETWEEN ENGAGEMENT IN
VERTICAL COMMUNICATION AND JOB SATISFACTION AMONG
EMPLOYEES AT MINISTRY OF EDUCATION, OMAN

BY

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Numerous studies have indicated that vertical communication is one of the factors that influences job satisfaction. However, framed upon Leader-Member Exchange (LMX) Theory, the main purpose of this study was to determine the relationship between vertical communication and job satisfaction among employees at the Ministry of Education of Oman.. Due to the widespread locations of the respondents, cluster sampling technique was used. Vertical communication was measured using the LMX-MDM (Liden & Maslyn, 1998) 12-items, multidimensional scale. Job satisfaction was measured using Spector's (1985) Job Satisfaction Survey (JSS). The study further examined the relationship between engagements in vertical communication with the individual six dimensions of the dependent variable (job satisfaction) using hierarchy of hypotheses. The finding indicated that a significant relationship between all the dimensions (supervision, contingent rewards, co-workers, operating procedures, and communication) except for one which was promotion. Based on the strength of the relationship, it can be seen that within the dependent variable (job satisfaction), the

dimensions which have the strongest correlation with the independent variable (engagement in vertical communication) are communication-related. In particular, these dimensions are supervision, communication with co-workers, and overall communication at the workplace. These findings imply that in achieving job satisfaction among the employees at the Ministry of Education of Oman, there should be a great amount of engagement in vertical communication as well as other communication-related activities.

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APPROVAL

This thesis was submitted to Senate of Infrastructure University Kuala Lumpur (IUKL) and has been accepted as partial fulfilment of the requirement for the degree of Master of Communication. The members of the thesis Examination Committee were as follows:

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DECLARATION

I declare that the thesis is my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Infrastructure University Kuala Lumpur or at any other institutions.

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CHAPTER 1

INTRODUCTION

1.1 Overview

Today's world is changing faster than ever before. Adaptation is one of the most important duties of today's organizations in order to survive in this competitive market. Adaptation gives companies the flexibility to react to market changes, and the last one reacting fails. Different organizations have different formula for success but there is one key factor most organizations acknowledge as crucial for success which is communication. There are numerous definitions for what communication stands for, nevertheless, today's leaders in business, government, and non-profit sector agree that communication is important, and even vital for the functioning on any kind of organization. Although most companies are aware of its importance, still many do not see that communication represents the skeleton of a good working organization (Weick, 1995). Hence, organizational communication has become more pertinent than ever for organizations to remain relevant within an increasingly competitive environment.

1.2 Background of Study

Organizational communication is divided into external and internal communication. Currently, there is a growing interest in internal communication within corporate communication research (Vercic, Vercic & Sriramesh, 2012).Thus, the focus of the present study. Internal communication can be defined as any "communication with employees internally within the organization" (Cornelissen, 2013, p. 164). Internal communication does not only focus on the information and knowledge sharing between employees (Tourish & Hargie, 2004) but it is also a link or chain to strong relationship among employees (Tourish & Hargie, 2000), and gives the employee a passage to raise any issue via viral communication (Morrison & Milliken, 2000). A good communication will lead to successful organizational management. Affluent

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