

ABSTRACT

The thesis is an analysis of Management Communication and Employee Job Satisfaction in an Organization : the "Department of Statistics and Census of Macau" [Direcção dos Serviços de Estatística e Censos de Macau] (DSEC). The primary problem was to explore the relationship between organizational communication and employee job satisfaction. The study was carried out by applying a census survey to a Government Organization in the Territory of Macau.

270 survey questionnaires for measuring communication satisfaction and job satisfaction were distributed to the monthly rated employees at the specified research date, and the complete responses were 258 (95.56%).

The 258 respondents in DSEC reported being moderately satisfied with their communication relationship with their immediate superiors, and also a moderate satisfaction with their job. The junior-level employees (JRs), among the five levels of employees, were least satisfied with their communication relationship with their superiors, as well as with their job. Among the three communication dimensions, namely trust, openness and participation in decision making, respondents were most satisfied with the dimension of trust. For the seven job dimensions, namely work, supervision, co-workers, pay, promotion, training/development, and treatment, respondents were most satisfied with the dimension of co-workers and most dissatisfied with the dimension of training/development.

Correlation analyses were carried out to test the relationships among three key communication variables and job satisfaction predominantly conducted in the U.S. organizations. Results partly supported prior research studies. The major conclusions were : (1) A positive relationship exists between the communication dimensions of trust, openness and participation in decision making, and job satisfaction. Given the different socioeconomic backgrounds, business practices and cultures between the big country--the United States and the small Territory--Macau, this parallel finding suggests a *universal* communication-job satisfaction relationship among employees in large organizations; (2) the communication dimensions of trust and openness

do not have a stronger influence on job satisfaction than the dimension of participation in decision making. This result disapproves previous findings and suggests that the impact of participation in decision making on job satisfaction is as direct as that of trust and openness. This could be explained by the *promotion* of "Civil Servant Localization Movement" [Movimento de Localização do Quadro] on the employees in DSEC; (3) there is no difference between upper- and lower-level employees in their openness-job satisfaction and participation-job satisfaction relationships. These findings suggest that the gap between upper- and lower-level employees in their perceived openness-job satisfaction and participation-job satisfaction may have been narrowed to an indistinguishable level as a result of the *urgent implementation* of "Localization Movement Program" executed by DSEC; and (4) perceived trust is more strongly related to job satisfaction among upper-level employees than lower-level employees. This indicates that the positive Localization Activities may not be pervasive enough to have also reduced the differences in trust-job satisfaction relationship. The element of trust being communicated to lower-level employees from the junior or middle-level superiors may have been attached with a *lesser degree* of importance than that coming from upper-level employees' superiors who are in the higher or top management.

The final thesis chapter contains recommendations of improving the effectiveness and efficiency for future research.