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Communication Satisfaction and Part-time Employees in a Park and Recreation Organization

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Communication satisfaction and part-time employees
in a park and recreation organization

Debra Lynn DeRosa

Submitted in partial fulfillment of the
requirement for the degree of
Master of Arts in Leadership

AUGSBURG COLLEGE
MINNEAPOLIS, MINNESOTA

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MASTER OF ARTS IN LEADERSHIP
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MINNEAPOLIS, MINNESOTA

CERTIFICATE OF APPROVAL

This is to certify that the Master's Non-thesis Project of

Debra Lynn DeRosa

has been approved by the Review Committee for the Non-thesis Project requirement for
the Master of Arts in Leadership degree

Date Non-thesis Completed: 1/14/2013

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ABSTRACT

COMMUNICATION SATISFACTION AND PART TIME EMPLOYEES
IN A PARK AND RECREATION ORGANIZATION

Debra Lynn DeRosa

January, 2013

- Thesis
- Leadership Application Project
- Non-thesis (ML597) Project

The purpose of this study was to investigate levels of communication satisfaction depending on work status (whether employees work on a full-time or part-time basis) in a single municipal park and recreation organization. Part-time and full-time employees were surveyed using the Down and Hazen's Communication Satisfaction Questionnaire, resulting in 40 usable responses. The results showed that both part-time and full-time employees surveyed had low levels of communication satisfaction in the researched organization. Part-time employees had slightly higher levels of communication satisfaction than the full-time employees in each of the eight communication dimensions researched. This study draws attention for organizational need to develop plans to improve communication. Communication improvement suggestions were provided for the communication dimensions with the lowest levels of satisfaction.

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Introduction

According to the United States Bureau of Labor Statistics (2008), approximately 20 percent of workers in the United States work part-time. With nearly one fifth of the population holding part-time employment it is important to consider the satisfaction of this large group of employees. Feldman (1990) emphasizes that research on part time employees is critical because of sheer volume and their emergence as an important labor supply for entire industries such as service and retail industries. The park and recreation profession is one such service industry which is highly dependent on part-time employees.

In the park and recreation profession (as it is in all professions) it is important to keep all employees well informed and satisfied with communication that is disseminated to them. This can be very challenging with regard to part time employees since many part time employees may only work a few hours per week, may be responsible to work in a multitude of different work locations, may be responsible to handle a large scale of varying tasks, may not have access to email, and may often work hours when a supervisor is not present.

The park and recreation industry operates during hours when people are able to pursue their leisure pursuits; many times recreation centers are open 7 days per week with hours ranging from early mornings to late evenings. Thus, the park and recreation profession relies very heavily on part time staff who are required to work untraditional

hours.

Listed below is a part time staffing situation at a Municipal Park and Recreation organization. The employee Megan is a fictional employee that is representative of many of the staffing situations faced by Municipal Park and Recreation employees:

Megan is a part-time employee at a Recreation Center in Minnesota. During one week last winter her schedule was as follows: On Monday evening she worked off site at the outdoor skating rink, Tuesday she worked with the after school child care program, Friday evening she worked a facility reservation and was the only staff on duty, Saturday she worked a basketball tournament and Wednesday, Thursday and Sunday she had off work. Her supervisor was only on site for three of the 20 hours she worked. Megan as a part-time employee does not have access to email. In addition to Megan there are 21 other employees employed at the center; all of whom work similar untraditional part-time hours. This example exemplifies how communication can be difficult and possibly dissatisfactory (for supervisor and employees) when employees work part time hours.

This study will investigate the relationship between part-time park and recreation employees and communication satisfaction. The definition of a part time employee for the purposes of this research is a person who works less than 35 hours per week. The researcher chose 35 hours as the definition of the part-time employee because the organization studied defines part-time employee as those working less than 35 hours. The employees working less than 35 hours in the organization have a different work experience than those working full-time such as, most receive no benefits, do not have

organizational provided email address and are often not invited to the same meetings as full-time employees. The communication satisfaction variables included in this study will be: supervisory communication, horizontal and informal communication, organizational perspective, subordinate communication, personal feedback, organizational integration, and communication climate.

According to Gray and Laidlaw (2002), employees engaged in non-standard work arrangements may be marginalized in terms of the exchange of information in an organization. To further understand this issue it is important to investigate the impact of work arrangements on communication within an organization. The researcher's hypothesis is that part-time employees will be substantially less satisfied with most communication variables due to most of them experiencing more barriers in communication than full-time employees.

This study will help leaders of part-time employees further explore communication satisfaction as it relates to employee work status. This study should emerge key themes of dissatisfaction and satisfaction of part-time and full-time employees. Applying the suggestions in the findings could lead to helping leaders create a better work environment for all employees and increased customer satisfaction. The findings could potentially help leaders: facilitate better integration for part-time employees, lower employee turnover, provide better customer service for constituents, and increase commitment to the organization.

Literature Review

This review of literature will focus on six empirical studies from 1977 to 2005. These studies center on communication satisfaction in work settings. Research conducted by Downs & Hazen (1977) developed the Communication Satisfaction Questionnaire (CSQ) to audit communication in organizations. In their 2004 study, Gray & Laidlaw examine reliability and validity of the Down and Hazen's CSQ. Studies conducted by Gray & Laidlaw (2002) and Akkirman & Harris (2005) seek to understand communication satisfaction in untraditional work settings. And finally those studies conducted by Clampitt & Downs (1993) and Varona (1996) seek to understand communication satisfaction in correlation with additional work related outcomes.

Communication satisfaction questionnaire

In 1977, Downs and Hazen were the first to develop a multidimensional communication satisfaction questionnaire (CSQ), for auditing communication in organizations measuring communication in group, interpersonal and organizational contexts. Past studies had only looked at the relationship of communication and job satisfaction on item validity analysis, not factor analysis, which caused them to fail at exploring the dimensionality of the relationship. Downs and Hazen's (1977) research of communication satisfaction was done in three stages. First they developed an original questionnaire, administered and factor analyzed. Based on the early factor analysis, a new questionnaire was refined, and administered to four different companies and then factor-analyzed again. In the last stage the correlation of each factor to communication was

investigated to determine which communication dimensions tend to interact most with job satisfaction. In step two they administered the CSQ to four companies in different industries; 480 people participated in the study. Four conclusions surfaced from their research. First, communication is a multidimensional construct. Second, there are eight primary dimensions of communication satisfaction which include: communication climate, relation with a supervisor, media quality, relation with subordinates, organizational perspective, organizational integration, personal feedback and horizontal-informal communication.

Clampitt and Downs (1993) provide definitions of each of the eight dimensions.

Communication climate reflects on both organizational and personal communication level. It includes items such as whether or not people's attitudes toward communicating are healthy in the organization and the extent to which communication in the organization motivates and stimulates workers to meet organizational goals.

Relation with a supervisor includes both upward and downward aspects of communicating with supervisors. Principals include: the extent to which supervisors are open to ideas, the extent to which supervisors listen and pay attention and the extent to which supervisor provide assistance to their staff in solving job-related problems.

Media quality deals with the extent to directives are written short and clear and meeting are well organized.

Relation with subordinates focuses on upward and downward communication. Only employees in a supervisory role respond to these items which include extent to which subordinates initiate upward communication and subordinate responsiveness to downward communication.

Organizational perspective is concerned with the broadest kinds of information of the organization as a whole. It includes items on information about the overall policies and goals of the organization, notice regarding changes, and information about the organization's financial standings.

Organizational integration deals with the degree to which individuals receive communication regarding their immediate work environment. Items include their job requirements, some personal news and information regarding developmental plans.

Personal feedback deals with the employees need to know how their performance is being appraised and how they are being judged.

Horizontal-informal communication concerns the extent to which co-workers and informal information is accurate and free flowing.

Third, an outcome from several factor analyses in different companies shows a great amount of stability among the factors. Fourth and finally it shows the possibility that various dimensions of communication satisfaction can provide a barometer of organization functioning; and the concept of communication satisfaction can be a useful instrument in an audit of organizational communication. Their study was comprehensive since they conducted their research on various industries and had a relatively large sample size. One limiting factor at the time of development is that their questionnaire was original and hadn't been tested previously.

A study by Gray J. & Laidlaw H. (2004) sought to reexamine the psychometric properties of the Communication Satisfaction Questionnaire (CSQ). To examine this they

reviewed the results from a CSQ administered to a major retail organization. A series of one-factor measurements models substantiated the validity of the factors. The results of their study encourage researchers and practitioners to use the CSQ for empirical and diagnostic use. They state that the CSQ is considered the best model for measuring communication satisfaction. Yet, they stress that the instrument is not without limitations and the results indicate that additional refinement of the factors would be useful. Limitations to their study were they reviewed research which was organizational specific. Another limitation was that the data was collected only at a single point in time, which does not allow for changes in attitudes and perceptions over time. The researchers for that reason recommend longitudinal studies of communication satisfaction.

In summary the research suggests that the construct of communication satisfaction has shown to be multidimensional, which means that employees may individually hold different levels of satisfaction for different organizational communication variables. The CSQ is considered the most comprehensive model to measure communication satisfaction. According to a test/retest conducted by Downs and Hazen (1977) of the CSQ, the reliability coefficient between two administrations was .94.

Communication satisfaction in untraditional work environments

Some communication satisfaction research has been conducted on single firms with untraditional work arrangements to explore potential causes of differences. To fully diagnose the situation in a particular industry and organization it is beneficial to conduct targeted research. The following studies relate to two organizations with untraditional

work arrangements, one with virtual employees the other with a large concentration of part-time employees.

A study by Gray and Laidlaw (2002) sought to explore the relationship between part-time work arrangements and communication satisfaction. Quantitative and qualitative data was collected from employees within an Australian retail organization. The study resulted in 127 usable responses, a 30 percent response rate. Data was gathered by method of a questionnaire using the CSQ (communication satisfaction questionnaire) Downs and Hazen (1977) developed. Results of the research showed that based on four dimensions of communication satisfaction part-time employees were considerably more dissatisfied than full time employees. Evidence also showed that part-time employees were out of mainstream communication in the sample they studied. The researchers concluded that levels of communication satisfaction may inhibit performance and employee satisfaction. Gray and Laidlaw (2002) found the results confirmed the multi-dimensional factor structure and substantiated the content validity of the instrument as suggested in previous studies. The results of the study were limited by a company-specific sample and a relatively small sample size. As a result the limitation of one industry/organization helps to limit generalizations that could be drawn. Gray and Laidlaw state that their study should be replicated using samples that represent a diverse range of occupations especially those where part-time employees represent a high proportion of the workforce.

A study by Akkirman and Harris (2005) sought to compare communication satisfaction levels between traditional employees and virtual workplace employees in a

Turkish based firm. In this study 68 employees were surveyed using the Downs and Hazen CSQ: traditional office workers returned 22 surveys and virtual office workers returned 46 surveys. Their research showed the opposite of their hypothesis; virtual employees were more satisfied communicatively than the traditional workplace employees. Past research had shown that traditional workplace employees had more communication satisfaction than virtual employees. Discussion shows that the company took recommendations by consultants and researchers; such as providing extra social provisions to limit alienation, restructuring work assignments to support a virtual workplace, providing proper technology and technological support and providing technical training as well as virtual cultural training. This study was also limiting since it was company-specific and had a relatively small sample size. Consequently, the unique characteristics of the work arrangements helped limit generalizations.

The study by Akkirman and Harris (2005) shows the importance of implementing recommendations from past studies to improve communication satisfaction. Since there is not industry specific research for field of park and recreation it would be helpful for further research to capture this population. Gray and Laidlaw (2002) indicate that their study should be replicated using a diverse range of occupations and include banking, nursing and hospitality where part-time employees represent a high proportion of the workforce. Findings provide insights dealing with the relationship between communication satisfaction and work arrangements which provides the groundwork for further research in the field of organizational communication.

Communication satisfaction along other work related outcomes

The following two studies explore communication satisfaction as an outcome variable in the organizational communication process.

A 1993 study conducted by Clampitt and Downs sought to explore the relationship between productivity and communication. They investigated two organizations for their research a savings and loan company and a manufacturing company. All members of each company participated for a total of 175 subjects. All completed the CSQ. Subjects were also interviewed regarding their own productivity and their supervisor's productivity. The researchers came up with an interview guide after pretesting numerous questions. In the interviews subjects were asked to rate how the eight communication satisfaction factors impacted their personal productivity and their supervisor productivity using a 0-100 scaling device. Supervisors rated the productivity of all of their employees and all subjects were also asked to define what productivity means to them. The researchers used content analysis techniques to analyze the interview responses. Two researchers coded all interview responses to check reliability. The research found communication had an "above average" effect on productivity. Employees surveyed in both organizations felt that all eight of the communication satisfaction dimensions had an impact on their productivity. A 0-100 scale was used with "100" representing maximum impact, "50" average impact and "0" representing no impact. The mean scores in each dimensions ranged above the conceptual midpoint of 50, ranging from 53-87 which is above average impact. Specific ways in which each

dimension of communication satisfaction impacted employee productivity was collected through the employee interviews. Communication satisfaction factors impacted productivity differently; personal feedback had a significant impact on productivity and media quality had a relatively low impact on productivity. They also found, even though an employee may be unhappy with a specific area of communication it did not imply that this area affected his or her productivity negatively and vice-versa. A limitation to this study is that the organizations that were studied were in varying levels of weakness and had different conceptions of productivity. This limitation took away somewhat from the purpose of the study, making some of the focus toward how idiosyncratic organizational differences alter the relationship.

A study conducted by Varona (1996) sought to examine the relationship between organizational commitment and communication satisfaction in three Guatemalan organizations. The researcher used three questionnaires: the Mowday, Porter, and Streers's Organizational Commitment Questionnaire (OCQ), Organizational Commitment Instrument (OCI) and the Down's Communication Audit Questionnaire (OCQ). In this study 307 subjects were surveyed from three different organizations in Guatemala. The three organizations were: a Catholic school, a food factory and, a private children's hospital. Results indicated there was a moderate but positive relationship between organizational commitment and communication satisfaction, ranging from ($r=.30$) for top management communication to ($r=.67$) for Subordinate Communication. The results also showed that employees with the fewest and most years of service were most committed. Their study reported that employees in managerial roles are more

satisfied with communication than those who are not. Overall, communication satisfaction revealed some influence on organizational commitment, although few communication satisfaction factors surfaced as good predictors of organizational commitment. Conflicting findings surfaced between this study and similar studies conducted in the United States on the internal factor and reliability structure, which raises issues about the validity of use of research instruments in cross-cultural studies. Due to the lack of cross-cultural research on this subject it makes it hard to draw global conclusions about the constructs of the questionnaires. This study was comprehensive since it studied three diverse organizations and has a relatively large study group.

While it was helpful to review these larger scale, multi-organizational studies, they do not focus enough on just the communication satisfaction variable. Findings from these studies proved to have some limitations due to the cultural differences in communication found in the Varona study and the complexity of linking the relationship between communication and productivity in the Clampitt and Downs study.

What comes next?

Studies have shown the importance of communication satisfaction audits (Meyer, 2002 & Jones, 2002). Audits have allowed companies to better understand their workforce and have provided diagnostics which assist them implementing changes for future success. When companies implement recommendations from past research the outcome can be favorable. Studies have shown further communication satisfaction research is needed in various occupations where part-time employees represent a high

proportion of the workforce such as the park and recreation industry. A review of literature reveals that there is a lack of research on industry specific research regarding communication satisfaction dealing with the part-time employee population. To diagnose potential problems and conduct data on this population is it necessary to conduct an audit of organizational communication. Based on research it is recommended to use the CSQ for this empirical and diagnostic research.

Methodology

This research proposes to investigate the relationship between employment status and communication satisfaction in a park and recreation organization. Quantitative data was collected for this study.

A Midwestern municipal park and recreation organization located in a large metropolitan area was chosen for this study. The researcher is employed by the chosen organization and will be using a convenience sample for the research. Surveys were distributed to seven community service areas. The organization currently has 13 community service areas. Centers were randomly chosen to participate. Both full time and part time employees were surveyed at each the center. There are typically five to six full time employees employed at each community service area and it is estimated that approximately 20-30 part-time employees work in each area. The researcher of the study aimed to have at least 50 respondents. Data collection was limited to employees who have worked for the organization for at least 90 days, work a minimum of 6 hours per week and are 18 years or older. Participation in this study was voluntary.

All employees were surveyed with the Downs and Hazen's (1977) Communication Satisfaction Questionnaire (CSQ). According to a test/retest conducted by Downs and Hazen (1977) of the CSQ, the reliability coefficient between two administrations was .94. Validity of the CSQ has been determined through factor analysis. Evidence of concurrent validity exists. CSQ factors have been found to be highly correlated with job satisfaction (C. W. Downs and Hazen, 1977).

According to Downs and Adrian (2004) the CSQ has been the basis for more than 30 MA theses and PhD dissertations. The CSQ is a 46 item instrument was used to rate satisfaction that corresponds to eight factors of communication in the workplace. Forty of the questions will be rated on a seven-point Likert scale ranging from 1=very dissatisfied to 7 = very satisfied. Each factor consists of five items determined through initial factor analyses. Non- supervising part-time employees were only asked to answer the first 35 Likert scale questions, since the final five questions are only applicable to managers and supervisors. The CSQ has two opened ended questions. These questions were used to determine what communication changes could be made to increase productivity and workplace satisfaction. The remaining four questions were multiple-choice and were reflective of end-product variables. Two of these questions asked respondents to indicate their level of job satisfaction and whether their job satisfaction has stayed the same, increased or decreased in the past 6 months. Two similar questions were asked to gauge employee productivity. A cross tabulation analysis was used to the communication satisfaction levels of part-time and full-time employees. To audit the open ended responses a content analysis was conducted.

The researcher prepared and distributed, by hand, a letter introducing the study and asking for recruitment permission from the Department Manager to recruit Community Service Area leads to have their team participate in the study. After consent was received from the Manager, the Community Service leads received a recruitment letter via email, they were asked to print off the letter and sign it to agree participate in the study and have their team recruited for the study. If a Community Service Area Lead chose not to participate in the study another area was chosen within the organization. Community Service leads that agreed to be part of the study received an email with consent information and a link to the online survey. For recruitment of full-time employees under the Community Service Lead and part-time employees, the researcher prepared and distributed a recruitment letter by hand to potential subjects, which was distributed during a staff meeting by the researcher. If the subjects were interested in participating in the study they indicated so by writing their name and personal or organizational email address on the recruitment letter and returned it to the researcher. If a potential subject indicated interest in participating the researcher sent them the questionnaire via email. The questionnaire was estimated to take respondents 10-15 minutes to complete. A document was created to track the distributed and returned surveys.

Data may be stored up to a three year period; destruction of the data will not occur until the formal study has been finalized and published.

The results of this methodology determined the relationship of communication

satisfaction and work status within a park and recreation organization. The consent form and survey questions were reviewed and approved by the Augsburg College Institutional Research Board (IRB 2012-67-2).

Analysis of Results

The results section will include an analysis of the data gathered from the surveys and a summary of whether the hypothesis was proven. See appendix C for the complete survey results.

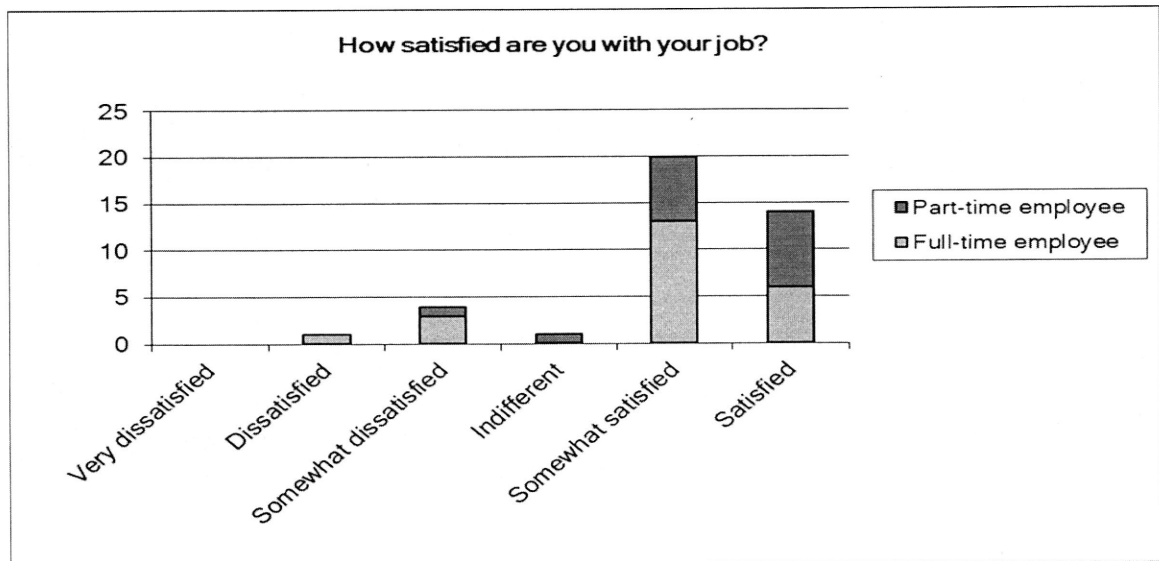
Sample

The study resulted in 40 usable responses, a 25% response rate. Over half of the respondents (57.5 per cent) worked on a full-time basis, 42.5 per cent were part-time. A high proportion of the staff (72.5 per cent) have a bachelors or advanced degree. In terms of length of service to the organization, 12 per cent of part-time employees and no full time employees had worked for the organization for less than one year, 18 per cent of full-time and 41 per cent of part-time employees had been with the organization for between one and five years, while 82 per cent of full-time and 47 per cent of part-time employees had worked for the company for at more than 6 years.

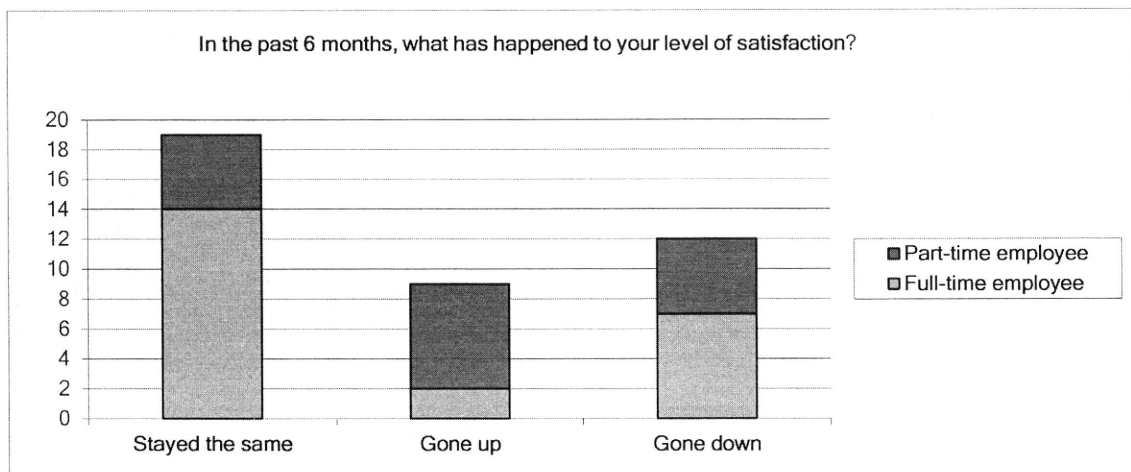
Survey Results

The first five questions of the survey encompass information regarding the demographics of the respondents which are listed above in the sample breakdown. Question 6 asked respondents about their level of job satisfaction. This question asked the respondents to rate their satisfaction by selecting of the following choices: very dissatisfied, dissatisfied, somewhat dissatisfied, somewhat satisfied and satisfied. There

were 40 responses for this question. Eighty-five percent of those surveyed were either somewhat satisfied or satisfied. Table 1 lists the breakdown of respondents by part-time or full-time employee. Table 1:



Question 7 asked respondents what has happened to their satisfaction in the last 6 months; has it gone down, stayed the same or gone up. Forty-eight percent said it has stayed the same, 22.5% felt it their satisfaction has gone up and 30% felt their satisfaction went down. Table 2 lists the breakdown of respondents by part-time or full-time employee. Table 2:



Question 8 was an open-ended question which asked respondents if the communication associated with their job could be changed in any way to make them more satisfied, and to indicate how. Twenty responded to the question, 9 part-time employees and 11 full-time employees.

Common themes expressed by part-employee were that they would like additional communication provided to all employees (full and part time). Often, the organization hosts meetings on topics such as organizational changes and only full-time employees attend. They would also like to be acknowledged and be provided with more personal feedback. Part-time staff would like more consistency with their direct supervisor; they alluded to the staffing changes that occurred with the recent organizational restructure, many part-time now have new supervisors. One part-time employee stated “It is tough when park directors are running multiple parks or the XX organization is moving around park directors every year.” Part-time staff also discussed the challenges faced to providing good communication: they mentioned that often staff often work when supervisors are not present and there needs to be a better process to disseminate information to those employees, that there is good communication on a supervisor/subordinate level but there is difficulty with organizational communication on a broader level (top management) and workload levels for supervisors need to be decreased in order for them to have time to provide adequate information to their staff. Part-time employees felt that consumer service suffered due to lack of communication. One part-time employee stated, “There is no continuity and the communication from the director to the part time staff to the public is very inconsistent. As part timers we are front

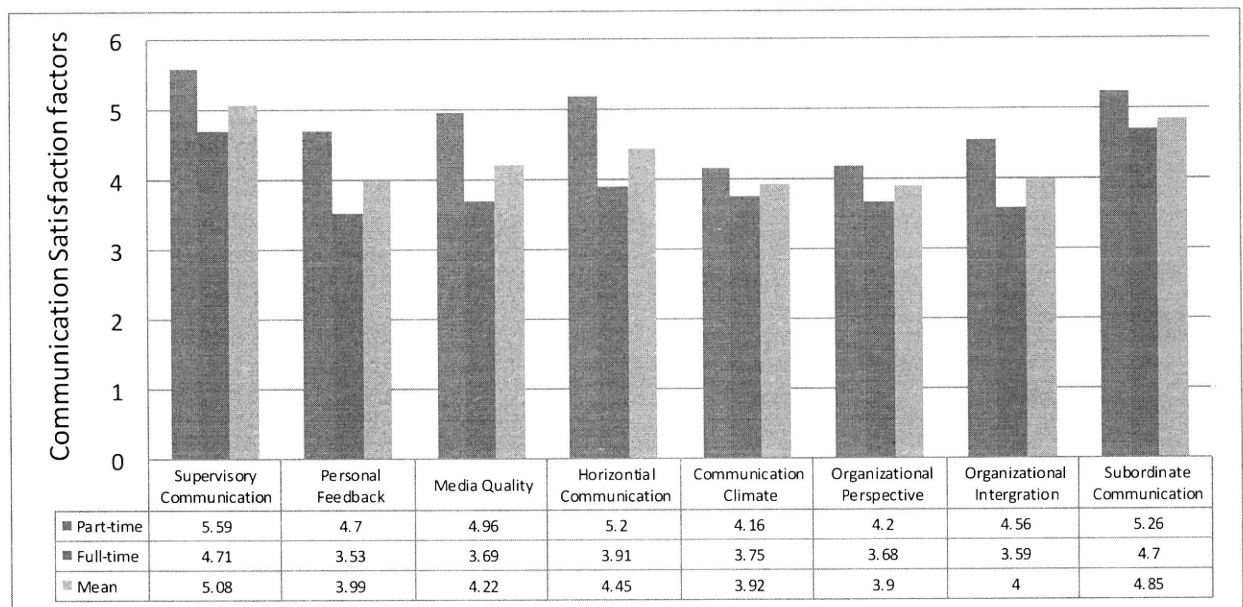
line staff and it doesn't feel good to not be able to answer the public's questions and look like we aren't organized.”

Common themes expressed by full time employees were that they would like more clear, direct and honest communication from top management. They felt there were too many messengers. One full-time employee stated “I often feel isolated from the big picture of the organization. Sometimes I hear important information through the grapevine rather than from my supervisor.” Full-time staff echoed comments that part-time employees touched on such as: the workforce is short staffed and there is often not enough time to disseminate information to staff in a timely manner. Staff felt information was not shared in a timely manner which hindered communication effectiveness.

The next 36 questions (Questions 9-45) were rated on a seven-point Likert scale ranging from 1=very dissatisfied to 7 = very satisfied. Part-time employees rated their level of satisfaction higher than full-time employees in all but three of the questions. Listed are the three questions full-time employees rated higher than part-time employees: information about pay and benefits, information about profits and/or financial standings, and extent to which organizational communications are interesting and helpful. Overall the mean communication scores for the eight factors as shown in table 3 indicate that those surveyed were only at most slightly satisfied with organizational communication. Part-time employees indicated a higher level of communication satisfaction in each of the eight communication factors. The highest levels of satisfaction indicated by all respondents were supervisory communication (5.08), subordinate communication (4.85) and horizontal communication (4.45). Communication climate (3.92), organizational perspective (3.9) personal feedback (3.99) were rated as the factors of least satisfaction

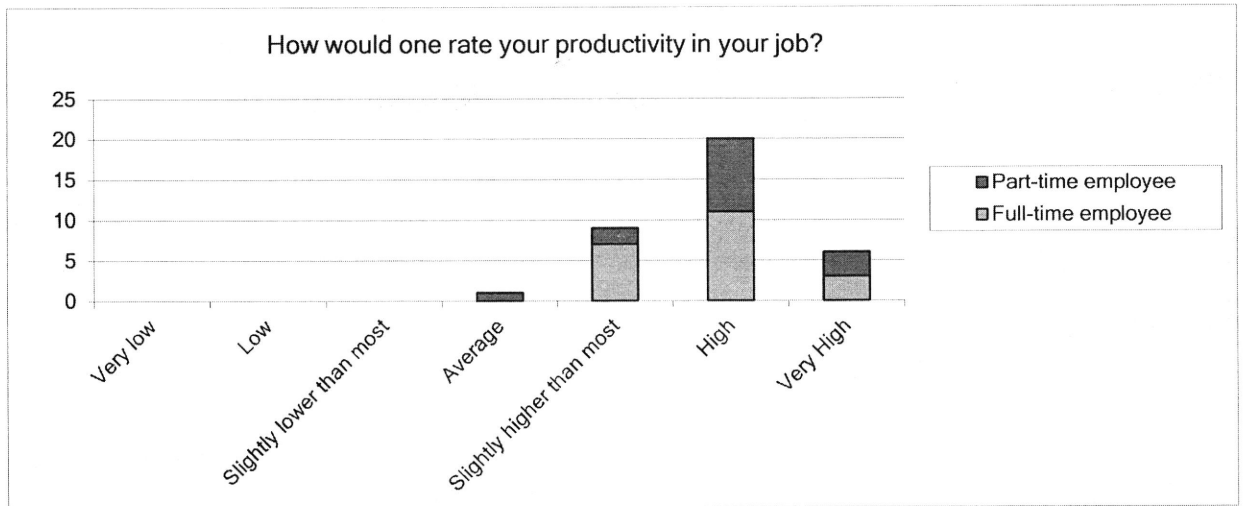
with mean scores categorized as slightly dissatisfied. There were significant differences between part-time and full-time employees on three communication satisfaction factors: media quality (part-time 4.96 / full-time 3.69) horizontal communication (part-time 5.2 / full-time 3.91) and personal feedback (Part-time 4.7 / full-time 3.53). All three areas full-time employees rated with lower satisfaction levels than part-time employees.

Table 3:



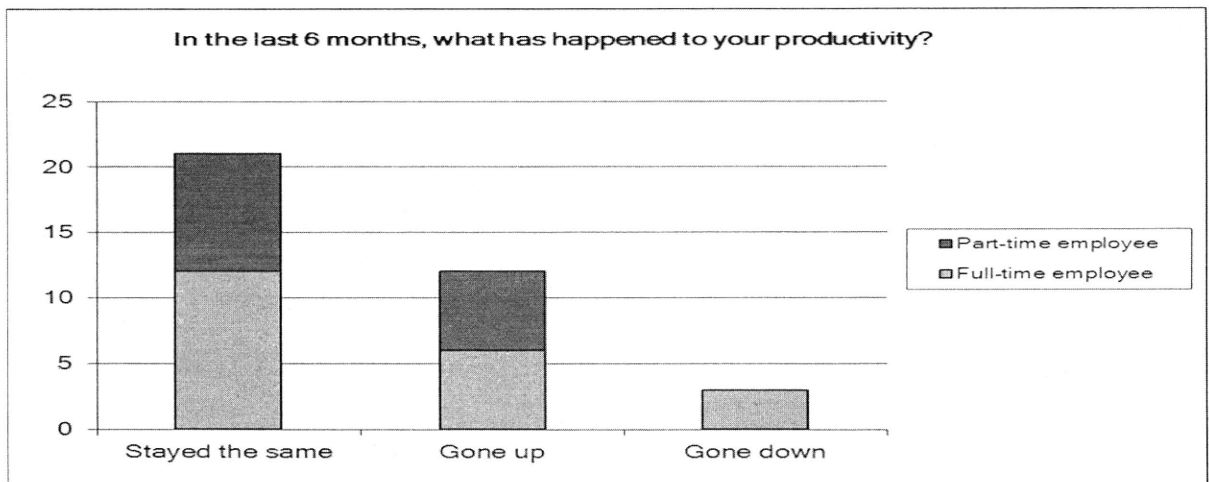
Question 44 asked respondents about their level of job productivity. This question asked the respondents to rate their level of productivity by selecting of the following choices: very low, low, slightly lower than most, average, slightly higher than most, high and very either somewhat satisfied or satisfied. Seventy-two percent of the respondents said their productively level would be rated high or very high. Table 4 lists the breakdown of respondents by part- time or full-time employee.

Table 4:



Question 45 asked respondents what has happened to their productivity in the last 6 months; has it gone down, stayed the same or gone up. Fifty-eight percent said it has stayed the same, 33% felt it their productivity gone up and 8% felt their productivity went down. Table 5 lists the breakdown of respondents by part-time or full-time employee.

Table 5:



Question 46 was an open-ended question which asked respondents if the communication associated with their job could be changed in any make to make them

more productive. Fifteen responded to the question, four part-time employees and 11 full-time employees. Part-time employees mentioned to improve their productivity there needs to be more consistency in the organization, more organization and more directives as what tasks they should do. Full-time employees mentioned they would be more productive if they received better communication. As in question eight they reiterated that they need more clear, consistent and concise communication and to receive information in a timely manner to be more productive. One employee stated "...we have to wait consistently for answers from supervisors. That is not customer service friendly and it frustrates customers and the public." Full-time staff said they if they received more feedback and positive recognition for their job efforts they would be more productive. One person surveyed stated "I feel like more positive communication would help. Being acknowledged for working hard would be nice."

The last five questions of the survey (47 – 51) were rated on a seven-point Likert scale ranging from 1=very dissatisfied to 7 = very satisfied. The questions were only intended for manager or supervisors to respond to since they are measuring managers relation with their subordinates. There was a lower response rate to this set of questions since many of the employees surveyed are not managers or supervisors. The majority of the respondents to these questions were full-time employees, since most full-time employees are managers or supervisors. Respondents were generally slightly satisfied with subordinate communication.

Hypothesis

The researcher's hypothesis was that part-time employees would be considerably

more dissatisfied with communication than full time employees. The researcher thought communication satisfaction of part-time employees would suffer due to some of the following factors which often apply to the part-time work force: only work a few hours per week, may be responsible to work in a multitude of different work locations, may be responsible to handle a large scale of varying tasks, may not have access to email, and may often work hours when a supervisor is not present. The research does not support the hypothesis; in all eight communication areas surveyed the part-time employees were actually slightly more satisfied with communication than the full-time employees. An organizational restructure which occurred 1.5 years prior and an impending restructure due to the failure of the first restructure may have affected the responses of the full-time employees. Both restructures directly affected full-time employees, which may have lowered their level of communication satisfaction. The restructures only indirectly affected the part-time employee positions.

Discussion

This study attempted to better understand communication satisfaction among full-time and part-time employees at a park and recreation organization which operates seven days per week. Several key findings were that part-time employees were slightly more satisfied with communication satisfaction on all eight dimensions than full time employees. Overall surveyed employees (both full-time and part-time) were at best slightly dissatisfied with all aspects of communication. The results in this study are different from the Gray and Laidlaw (2002) study where they found that part-time employees were significantly more dissatisfied than full-time employees. The results in

this study regarding which factors of communication employee rated lowest and highest satisfaction are consistent with the findings from preceding studies. Gray and Laidlaw (2002) and Varona (1996) both indicated that the areas of highest employee satisfaction are subordinate and supervisory communication. The area of least satisfaction was personal feedback, which was close to least on the current study.

Respondents were most dissatisfied with the following communication satisfaction factors: organizational perspective (3.9) communication climate (3.92), personal feedback (3.99). Listed below are the areas of most dissatisfaction along with suggestions for ways to improve communication in each of the areas.

Personal feedback has been an area of communication that has arisen on multiple studies as a source of employee dissatisfaction as well as on this study. Personal feedback deals with the employees need to know how their performance is being appraised and how they are being judged. One respondent stated "Acknowledgement of our existence, a thank you from management, a pin to show how long you've worked here. Little things would make a great place a greater place." Another respondent stated "I feel like more positive communication would help. Being acknowledged for working hard would be nice. It seems some people's everyday job duties (event coordinators, volunteer coordinators) get recognized in the Supt's newsletter every month, while those of us who work in the field (rec, maintenance, etc.) work hard to offer great programming on a daily basis but it goes unrecognized and underappreciated." Providing staff with personal feedback is a cost efficient way for organizations to enhance employee morale and a way to motivate staff to be more productive yet it is unfortunately sometimes forgotten when supervisors have a heavy workload. Personal feedback had the greatest impact on self-

rated respondent productivity according to a study conducted by Clampitt and Downs (1993). It is important for organizations to provide personal feedback since it is a way to improve employee job satisfaction and performance. According to Sirota, Mischkin and Meltzer (2005) only 53 percent of employees feel they receive sufficient feedback on how well they do their job and only approximately 51 percent say that they are satisfied with recognition they receive after a job well done. Personal feedback is one of the communication factors that there was significant difference between full-time and part-time employees. Overall part-time employees rated personal feedback as indifferent where full-time employees rated the factor as somewhat dissatisfied. Some practical implications for improved personal feedback are stated below.

- 1) Make sure when providing employees with feedback the feedback is clear.

According to Hiam (2003) much of the feedback given to employees is too vague to put to practical use. Often managers restate the goal yet fail to provide informative feedback to help employees figure out how to achieve that goal.

When providing feedback organizations need to provide assistance to employees to achieve goals that are measurable and clear.

- 2) Provide positive feedback to staff- not just negative feedback. According to Hiam (2003) often employee's feel their manager does not pay very much attention to them until they do something wrong. Employees sometime feel their manager is just there to find them doing something wrong then quickly provide them with negative feedback. Often it is easy to get into the habit of overlooking employee performance until something goes wrong. According to Ken Blanchard, for every time you correct an employee, you should tell them they are doing it right at least

three times (as cited in Hiam, 2003, p. 123). Managers should express gratitude personally and publicly to employees when they catch them doing work the right way. According to Sirota, Mischkin, & Meltzer (2006) receiving recognition for achievements is a basic human need. Rather than creating complacent staff, recognition positively reinforces staff accomplishments, which helps to ensure there will be more of them.

- 3) Supervisors and organizations should provide employees with feedback on an ongoing basis, both positive and negative. Sometimes employees only receive feedback once per year at their annual performance appraisal. According to Larkin and Larkin (1994) when employees rarely hear blame or praise, receive no discipline or accolades, employees, logically, start to believe what they do does not matter. This is why it is so important for employees to receive personal feedback on a regular basis not just once per year at their review.

Communication climate was another area that was rated with low satisfaction by respondents. Communication climate reflects on both organizational and personal communication level. It includes items such as whether or not people's attitudes toward communicating are healthy in the organization and the extent to which communication in the organization motivates and stimulates workers to meet organizational goals. There was evidence of the overall lack of communication satisfaction with communication climate in comments made by those surveyed. Comments such as "I feel we are not told important things we need to know to do our job in a timely manner" and "I often feel isolated from the big picture of the organization. Sometimes I hear important information through the grapevine rather

than from my supervisor. So having a more direct line of communication, especially about important policy or organizational changes and initiatives would improve my satisfaction” suggest that some staff felt they were not receiving adequate information to be motivated to meet organizational goals. According to Guzley (1992) the more favorable the perceived organizational climate, the higher the level of organizational commitment of employees. Some practical implications the organization can implement to increase satisfaction with communication climate are stated below.

- 1) According to (Kroth, Boverie and Zondlo, 2007) one of the ways to create a healthy work climate is making sure employees have what they need to accomplish their tasks. This involves making sure employees have the necessary resources and responding to employees in a timely manner. Find out what is most important to your employees for getting their jobs done by simply asking them. If, for some reason, you are not immediately able to address a certain need or request, be honest about it and then make your employees aware of what you are doing to resolve at their problems. According to Sirota, Mischkin, & Meltzer (2006) this is a great way to build trust.
- 2) Organizations should design policy and procedure documents to be appealing at first glance. Encourage employees to read documents by making them with a good design: readable and understandable. Often employees fail to read organizational information because it is crowded or confusing. According to Campbell (1998) when documents are confusing or crowded instead of reading the information employees may try to get the information by guessing or by asking someone else for the information.

Of the eight communication satisfaction factors organizational perspective was rated by respondents as least satisfactory. This factor relates to perceived communication regarding policies, organizational goals, financial standings and notice regarding changes. Respondents' dissatisfaction is evident in their responses. Such as "More direct line of communication, especially about important policy or organizational changes and initiatives would improve my satisfaction." The employees in the researched organization may have been most dissatisfied in this area of communication due to major organizational changes such as a restructure and newly appointed management. To improve this communication factor the organization could implement the following practical implications as suggested by Qian and Daniels (2008) in their study regarding organizational change.

- 1) Management should deliver information in a timely manner to staff in the organization. Management should make sure that everyone part-time and full-time employees have equal access to change information, policies and other organizational information. Some ways the organization could help facilitate better part-time employee access to organizational information are by including them in some organizational wide meetings, and providing them with access to email to enable them to view important organizational wide communications. The organization should provide and explain in detail the directions and need for change, policies, organizational direction etc. so that the employees have a clear understanding about where the change is taking them and/or what the direction of the organization is and why.
- 2) Since staff outlook is often influenced by their close co-workers, management

should pay attention to employee interaction regarding change and organizational direction. When change or new organizational information is presented the change plan should be presented to the department level and not just be presented at the organizational level as staff socializes more often with their peers in the same department. It is advised that management should encourage discussions at the department level so the employees can receive support from colleagues.

- 3) Since change and goal buy-in cannot occur positively without the support of staff it is important the management gains the trust of the staff. The organization should provide more opportunities for more management-staff interactions. Employees should be actively engaged by management in organization change and goals by listening to them and taking their suggestions. It is important for management to understand the history and organizational culture prior to moving forward with changes or implementing organizational goals or policies. There should be a sense of community throughout the organization before change takes place.

Qian and Daniel's (2008) study focuses on a higher education environment however their suggestions are applicable to a variety of organizations.

Out of the forty Likert scale questions asked there were only three questions where full-time employees rated higher satisfaction than part-time employees. The three questions are as follows: information about pay and benefits, information about profits and/or financial standings, and extent to which organizational communications are interesting and helpful. Listed below are potential reasons why part-time employee rated the three questions listed above as less satisfactory than full-time employees and ways to

enhance their satisfaction in those areas:

- 1) Information about pay and benefits: Most of the full-time employees working for the organization surveyed are represented by unions and they receive much of their information regarding pay and benefits through their union representative and union contracts. Since part-time recreation employees working for the organization are not represented by a union, the human resource department should consider hosting an annual meeting for non-represented employees to discuss pay and benefits and field questions related to those important topics.
- 2) Profits and/or financial standings: Meetings are held annually regarding financial standings however often only full-time time employees attend. To get this important information more widely distributed it is recommended that the organization provide an easy to comprehend one page document which states financial standings for part-time employee unable to attend the annual meeting. Currently the organization provides a lengthy PowerPoint for employees to review regarding the subject. Employees may potentially not review the document since it may be too complex for them to understand and the length of the document.
- 3) Extent to which organizational communications are interesting and helpful: The first step for the organization to provide helpful and interesting communications is by getting the information out to their work force. Most part-time employees do not have access to the organization's network or access to organizational provided email. To help ensure part-time employees are receiving the same information as full-time employees a binder should be created at each work location which

includes all of the organizational-wide communication. Managers of the community centers should discuss organizational wide information at staff meetings in addition to site specific information. Part-time employees may have rated this question lower as less satisfactory than full-time employees since they often do not have access to the same communication as full-time staff.

Overall both full-time and part-time respondents had a lack of communication satisfaction in each of the eight communication factors. Moving forward the organization should conduct an organization wide communication audit to determine why there are barriers in providing healthy, effective and timely communication to employees in the organization. Additionally the diagnostics and suggestions provided in this study should be implemented to help the future success of the organization.

Limitations of Study

This study was limiting since it was company-specific and had a relatively small sample size. One of the limitations in getting a large response rate for this study is that the majority of the part-time employees in the organization did not have organizational provided email address: the researcher needed to obtain personal email addresses which proved to be a barrier in getting the survey widely distributed. The researcher wanted to distribute surveys during staff meeting to increase the response; rates, however due to limitations in place by the Internal Review Board it was not allowed. Another limitation was that the data was collected only at a single point in time, which does not allow for changes in attitudes and perceptions over time. If the research was collected before or after the recent or pending organizational restructures the responses the results could have potentially been significantly different based on changes in employee attitudes and

perceptions.

Future Research

In addition to the findings of this study, additional research is warranted both to validate and enrich current findings and dive deeper into related questions and issues with communication satisfaction of both full-time and part-time employees. To gain a deeper knowledge further research should be conducted on the relationship between internal communication relations and effect on providing service to external patrons. To gain a better understanding of part-time employee communication satisfaction this study should be conducted on other industries with a high representation of part-time employees such as hospitality, service and nursing industries. Larger multi-organizational studies should also be conducted.

Conclusion

The current study examines the attitudes of part-time employees toward work communication in relation to full-time employees. The results showed that both part-time and full-time employees surveyed had low levels of communication satisfaction in the researched park and recreation organization. Part-time employees had slightly higher levels of communication satisfaction than the full-time employees in each of the eight communication factors. The study draws attention for organizational need to develop communication plans to improve communication. Communication improvement suggestions were provided for the communication factors with the lowest levels of satisfaction (Organizational Perspective, Personal Feedback and Communication Climate). If improved communication strategies are implemented, the potential higher levels of communication satisfaction may lead to increased job satisfaction, work

performance and communication satisfaction.

In conclusion this study highlights the significance of organizational communication and the need for organizations to continuously work on development of effective communication for both full-time and part-time employees.

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Appendix A: Recruitment and Consent Email

TO: [Part-time and Full-time Employees in the XX Organization]

From: Debra L. DeRosa

Re: Will you help me with my thesis research?

My name is Debra DeRosa, and I am inviting XX organization staff to participate in an anonymous, online survey that I'm conducting as part of my thesis research for my Master's of Arts in Leadership at Augsburg College. The objective of this research project is to help leaders of part-time employees further explore communication satisfaction as it relates to employee work status. This study should emerge key themes of dissatisfaction and satisfaction of part-time employees. The aim of the study is to investigate whether part-time employees have significantly different levels of communication satisfaction compared to full-time employees. In order to see if there is a difference I am surveying both full time and part time employees. Applying the suggestions in the findings could lead to helping leaders create a better work environment for all employees and increased customer satisfaction. The survey is 46 questions, 24 of which are multiple choice, and it should take 10-15 minutes to complete.

You were selected as a possible participant because you work for XX organization.

To participate in this study you must meet the following requirements:

You have worked for the organization for at least 90 days, work a minimum of 6 hours per week and are 18 years or older.

Study's Voluntary Participation

Participation is voluntary and anonymous. Please read the following information before agreeing to be in the study by clicking the link to the survey at the end of this email. If you have any questions regarding the study now or later, you may contact me, Debra DeRosa, at derosa@augsborg.edu or by phone at 612-501-7124. You also may contact my advisor, Professor David Lapakko, at lapakko@augsborg.edu or by phone at 612-330-1083.

Study Procedures

If you agree to be in this study, I would ask you to do the following things:

- 1) Read this invitation email.
- 2) Complete the anonymous, online survey through Survey Monkey within 10 days. A link to this survey is provided at the end of this email. The survey should take 10-15 minutes to complete.

Study Risks and Benefits

The study has minimal risks: Questions are being asked about communication satisfaction at work, which could be personal and sensitive. To protect your privacy, raw survey data will be accessible only by me and my advisor. You may withdraw from the study by not submitting the survey or skip individual survey questions.

There are no direct benefits to participation. Participants will not receive any compensation. Indirect benefits to participation are: possible contribution to knowledge on the subject of communication satisfaction, and possible recommendations on how to effectively communicate within the division.

Confidentiality:

The records of this study will be kept confidential. Results will be presented in my thesis, a copy of which will be kept in the Augsburg College library. A copy of my thesis will also be shared with XX organization senior management, including at least XX Manager, who gave approval to conduct the survey within her department. If I publish or present any report, article, or presentation, I will not include any identifiable information. Your responses will not affect the employment of your supervisor. Survey results will not include any identifying information beyond general demographics (age range and gender). All data will be kept in a locked file at my home; only my advisor, David Lapakko, and I will have access to the data. If the research is terminated for any reason, all data will be destroyed.

Raw data will be destroyed by December 1, 2016.

Voluntary Nature of the Study:

Your decision whether or not to participate will not affect your current or future relations with Augsburg College, XX Organization, your supervisor or the researcher. If you decide to participate, you are free to withdraw at any time without affecting those relationships. You may make a copy of this e-mail for your records.

Survey Link:

Consent to participate in this study is implied by clicking on the link below and completing the survey.

<https://www.surveymonkey.com/s/communicationsatisfaction>

Thank you in advance for your participation in my research.

Debra DeRosa

Appendix B: Survey Instrument

Communication Satisfaction Questionnaire

Introduction: Most of us assume that the quality and amount of communication in our jobs contribute to both our job satisfaction and our productivity. Through this study I hope to find out how satisfactory the XX's communication practices are and what suggestions you have for improving them. I appreciate you taking time to complete the questionnaire. Hopefully, you should be able to complete it in 10-15 minutes.

Your answers are completely confidential, so be as frank as you wish. This is not a test- your opinion is the only right answer. Do not enter your name; I do not wish to know who you are.

Please indicate if your work status. (Check one) 1. Part-time employee 2. Full-time employee

How many hours do you work per week? _____

Are you over the age of 18? _____ Yes _____ No

How long have you worked at the MPRB? _____

Please indicate your level of education? (Check one)

___ Some high school ___ High school graduate ___ Some college ___ 2 year degree
___ 4 year degree ___ Graduate or professional degree

1. How satisfied are you with your job? (Check one)

- | | |
|--------------------------|-----------------------|
| 1. Very dissatisfied | 5. Somewhat satisfied |
| 2. Dissatisfied | 6. Satisfied |
| 3. Somewhat dissatisfied | 7. Very Satisfied |
| 4. Indifferent | |

2. In the past 6 months, what has happened to your level of satisfaction? (Check one)

1. Stayed the same
2. Gone up
3. Gone down

3. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how. _____

A. Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.

1 = Very dissatisfied
4 = Indifferent
7 = Very satisfied

2 = Dissatisfied
5 = Somewhat satisfied

3 = Somewhat dissatisfied
6 = Satisfied

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4. Information about my progress in my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Personnel news. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Information about company policies and goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Information about how my job compares with others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Information about how I am being judged. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Recognition of my efforts. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. Information about departmental policies and goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Information about the requirements of my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. Information about government regulatory action affecting XX Org. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. Information about changes in XX Org.. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. Reports on how problems in my job are being handled. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. Information about employee benefits and pay. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. Information about profits and/or financial standing. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. Information about achievements and/or failures of the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

B. Please indicate how satisfied you are with the following by circling the appropriate number at right.

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 18. Extent to which my managers/supervisors understand the problems faced by staff. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. Extent to which XX's Org. communication motivates me to meet its goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. Extent to which my supervisor listens and pays attention to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21. Extent to which the people in XX Org. have great ability as communicators. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22. Extent to which my supervisor officers guidance for solving job-related problems. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. Extent to which communication in XX Org. makes me Identify with it or feel a vital part of it. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. Extent to which XX Org. communications are interesting and helpful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. Extent to which my supervisor trusts me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. Extent to which I receive in time the information needed to do my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27. Extent to which conflicts are handled appropriately through proper communication channels. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 28. Extent to which the grapevine is active in XX Org.. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 29. Extent to which my supervisor is open to ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 30. Extent to which communication with other employees at my level is accurate and free-flowing. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 31. Extent to which communication practices are adaptable | | | | | | | |

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| to emergencies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 32. Extent to which my work group is compatible. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 33. Extent to which our meetings are well organized. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 34. Extent to which the amount of supervision given me is about right. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 35. Extent to which written directives and reports are clear and concise. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 36. Extent to which the attitudes towards communication in XX Org. are basically healthy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 37. Extent to which informal communication is active and accurate. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 38. Extent which the amount of communication in XX Org. is about right. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
- C. Please indicate your estimates of your productivity.
39. How would one rate your productivity in your job?
- | | |
|-----------------------------|------------------------------|
| 1. Very low | 5. Slightly higher than most |
| 2. Low | 6. High |
| 3. Slightly lower than most | 7. Very high |
| 4. Average | |
40. In the last 6 months, what has happened to your productivity?
1. Stayed the same
 2. Gone up
 3. Gone down
41. If the communication associated with your job could be changed in any way to make you more productive, please tell how. _____

D. Indicate your satisfaction with the following only if you are responsible for staff as a manager or supervisor

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 42. Extent to which my staff are responsive to downward-directive communication. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 43. Extent to which my staff anticipate my needs for information. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 44. Extent to which I <i>can avoid</i> having communication overload. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 45. Extent to which my staff are receptive to evaluations, suggestions, and criticisms. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 46. Extent to which my staff feel responsible for initiating accurate upward communication. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Appendix C: Survey Results & Analysis

Question 1

Please indicate if your work status. (Check one)

Answer Options	Please indicate if your work status. (Check one)			
	Part-time employee	Full-time employee	Response Percent	Response Count
Part-time employee	17	0	42.5%	17
Full-time employee	0	23	57.5%	23
<i>answered question</i>				40
<i>skipped question</i>				0

Question 2

How many hours do you work per week?

Answer Options	Please indicate if your work status. (Check one)			
	Part-time employee	Full-time employee	Response Percent	Response Count
1-5 hours	0	0	0.0%	0
6-10 Hours	3	0	7.5%	3
11-20 hours	7	0	17.5%	7
21-30 hours	6	0	15.0%	6
30-39 hours	1	0	2.5%	1
Full-time 40 to 40+	0	23	57.5%	23
<i>answered question</i>				40
<i>skipped question</i>				0

Question 3

Are you over the age of 18?

Answer Options	Please indicate if your work status. (Check one)			
	Part-time employee	Full-time employee	Response Percent	Response Count
Yes	17	23	100.0%	40
No	0	0	0.0%	0
<i>answered question</i>				40
<i>skipped question</i>				0

Question 4

How long have you worked at XX Organization?

Answer Options	Please indicate if your work status. (Check one)		Response Percent	Response Count
	Part-time employee	Full-time employee		
Less than a year	2	0	5.0%	2
1-5 years	8	4	30.0%	12
6-10 years	1	2	7.5%	3
11+ years	6	17	57.5%	23
<i>answered question</i>				40
<i>skipped question</i>				0

Question 5

Please indicate your level of education?

Answer Options	Please indicate if your work status. (Check one)		Response Percent	Response Count
	Part-time employee	Full-time employee		
Some high school	0	0	0.0%	0
High school graduate	3	1	10.0%	4
Some college	3	2	12.5%	5
2 year degree	1	1	5.0%	2
4 year degree	8	13	52.5%	21
Graduate or professional degree	2	6	20.0%	8
<i>answered question</i>				40
<i>skipped question</i>				0

Question 6

How satisfied are you with your job?

Answer Options	Please indicate if your work status. (Check one)		Response Percent	Response Count
	Part-time employee	Full-time employee		
Very dissatisfied	0	0	0.0%	0
Dissatisfied	0	1	2.5%	1
Somewhat dissatisfied	1	3	10.0%	4
Indifferent	1	0	2.5%	1
Somewhat satisfied	7	13	50.0%	20
Satisfied	8	6	35.0%	14
<i>answered question</i>				40
<i>skipped question</i>				0

Question 7

In the past 6 months, what has happened to your level of satisfaction?

Answer Options	Please indicate if your work status. (Check one)		Response Percent	Response Count	
	Part-time employee	Full-time employee			
Stayed the same	5	14	47.5%	19	
Gone up	7	2	22.5%	9	
Gone down	5	7	30.0%	12	
				<i>answered question</i>	40
				<i>skipped question</i>	0

Question 8

If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how.

Answer Options	Please indicate if your work status. (Check one)		Response Count	
	Part-time employee	Full-time employee		
	9	11	20	
			<i>answered question</i>	20
			<i>skipped question</i>	20

Listed below are the opened ended responses from question 8:

Part –time staff responses

- 1) Easier phones to work with
- 2) Communication can be difficult due to the size of the organization. Though, at the Rec Center Level, it is good where I work. I know that usually depends on the Rec Center and the person in charge.
- 3) As a part-time employee and front desk staff I feel the information relayed to us from park directors or CSA leaders to help answer questions for the public is insufficient. It is tough when park directors are running multiple parks or the MPRB is moving around park directors every year. There is no continuity and the communication from the director to the part time staff to the public is very inconsistent. As part timers we are front line staff and it doesn't feel good to not be able to answer the public's questions and look like we aren't organized. I believe it is tough for CSA leaders and park directors to communicate to part-time employees because most are running their own buildings as well as helping run other buildings. The workload is large for them and it feels like the communications from director to part time staff has suffered.
- 4) There are oftentimes schedules changes that are made last minute that are not communicated fully to all staff members. Additionally, part-time staff that work at the park when full-time staff are not there (i.e. evening or weekend desk shifts) oftentimes miss out on important updates related to park events and programs about which they may receive questions or comments.
- 5) I think it is important to be able to communicate in a professional and private manner when dealing with personal or job related issues. I feel my working conditions don't necessary provide that safe and secure feeling. Having trust is also very important. I shouldn't feel like I can't communicate to someone because they can't keep private information to themselves.

- 6) Acknowledgement of our existence, a thank you from management, a pin to show how long you've worked here. Little things would make a great place a greater place.
- 7) Additional chances to talk with all part-time and full-time staff at the same time.
- 8) It would be great to keep our new park director who was just recently placed in our park.
- 9) More communication with all staff to what is going on

Full-time staff responses

- 1) When answers are needed from a decision making individual - I wish the answer would be delivered in a timely manner. There are too many levels for the info. to go up and down. Supervisors need to lead and be able to provide answers.
- 2) Call more, email less.
- 3) I have two supervisors with sometimes conflicting expectations. A chart detailing in what area I report to each could be helpful but probably not...
- 4) Yes, I feel we are not told important things we need to know to do our job in a timely manner.
- 5) There is no distinct line of communication. There is no definition of who is ultimately responsible to get messages out. Work force is overworked, so there's often not enough time to disseminate key information.
- 6) Large system and not enough staff
- 7) There should be clear, honest and straight communication line from the administration/management to the staff in the field, and among the different departments.
- 8) Directly from the top. Too many messengers.
- 9) Straight and honest communication with the staff from the management/administration.
- 10) I often feel isolated from the big picture of the organization. Sometimes I hear important information through the grapevine rather than from my supervisor. So having a more direct line of communication, especially about important policy or organizational changes and initiatives would improve my satisfaction.
- 11) First, I'm not sure we're asking the right questions. Not long ago all things stopped to address the morale issues within the organization. That discussion has vanished. Poof! From a leadership perspective, don't believe we'll make lasting strides in our communication skills within the organization if these other issues are not addressed first. I would be more satisfied with my job if we were addressing morale and the lack of it.

Question 9

Information about my progress in my job.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	1	3		
3	2	2		
4	1	5		
5	5	5		
6	5	5		
7	1	0		
	4.93	4.19	4.50	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 10

Personnel news.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	1	1		
3	0	6		
4	4	10		
5	6	3		
6	4	1		
7	0	0		
	4.80	3.86	4.25	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 11

Information about company policies and goals.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	1		
2	0	3		
3	1	7		
4	2	1		
5	5	5		
6	4	4		
7	2	0		
	5.00	3.86	4.33	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 12

Information about how my job compares with others.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	2		
2	1	2		

3	1	6		
4	5	9		
5	5	1		
6	3	0		
7	0	0		
	4.53	3.25	3.80	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 13

Information about how I am being judged.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	2	2		
3	1	8		
4	4	5		
5	4	4		
6	4	1		
7	0	0		
	4.47	3.57	3.94	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 14

Recognition of my efforts.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	5		
2	1	2		
3	1	5		
4	0	2		
5	6	6		
6	2	1		
7	4	0		
	5.07	3.24	4.00	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 15

Information about departmental polices and goals.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	7		
3	1	3		
4	3	2		
5	7	7		
6	2	2		
7	2	0		
	5.07	3.71	4.28	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 16

Information about the requirements of my job.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	3		
2	0	4		
3	0	8		
4	3	2		
5	4	3		
6	6	0		
7	2	0		
	5.47	2.90	4.00	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 17

Information about government regulatory action affecting XX Organization.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	1	2		
3	2	11		

4	6	5		
5	6	2		
6	0	1		
7	0	0		
	4.13	3.48	3.75	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 18

Information about changes in XX Organization.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	1		
2	3	4		
3	0	5		
4	2	5		
5	7	6		
6	1	0		
7	1	0		
	4.20	3.52	3.81	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 19

Reports on how problems in my job are being handled.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	2		
2	2	4		
3	1	6		
4	5	5		
5	3	4		
6	1	0		
7	2	0		
	4.20	3.24	3.64	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 20

Information about employee benefits and pay.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	3	0		
2	1	0		
3	5	5		
4	3	7		
5	2	7		
6	0	2		
7	1	0		
	3.27	4.29	3.86	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 21

Information about profits and/or financial standing.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	3	1		
2	1	1		
3	3	4		
4	7	7		
5	0	7		
6	1	1		
7	0	0		
	3.20	4.00	3.67	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 22

Information about achievements and/or failures of the organization.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	3		
2	0	2		
3	2	4		

4	4	5		
5	4	6		
6	4	1		
7	0	0		
	4.47	3.57	3.94	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 23

Extent to which my managers/supervisors understand the problems faced by staff.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	4		
2	0	3		
3	4	6		
4	1	2		
5	5	3		
6	3	0		
7	2	1		
	4.87	3.05	3.85	34
			<i>answered question</i>	34
			<i>skipped question</i>	6

Question 24

Extent to which XX's communication motivates me to meet its goals.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	1		
2	1	5		
3	3	3		
4	5	5		
5	3	5		
6	0	2		
7	2	0		
	4.07	3.67	3.83	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 25

Extent to which my supervisor listens and pays attention to me.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	1	2		
3	0	1		
4	1	2		
5	2	6		
6	5	7		
7	6	2		
	5.87	4.86	5.28	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 26

Extent to which the people in XX Organization have great ability as communicators.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	1		
2	2	5		
3	3	4		
4	2	4		
5	5	6		
6	2	0		
7	0	0		
	3.93	3.45	3.66	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 27

Extent to which my supervisor officers guidance for solving job-related problems.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	2		

3	3	3		
4	3	1		
5	3	7		
6	3	7		
7	3	1		
	5.00	4.81	4.89	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 28

Extent to which communication in XX organization makes me identify with it or feel a vital part of it.

Please indicate if your work status. (Check one)

Answer Options	Part-time employee	Full-time employee	Rating Average	Response Count
1	2	1		
2	1	4		
3	2	2		
4	4	7		
5	3	6		
6	1	1		
7	2	0		
	4.07	3.76	3.89	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 29

Extent to which MPRB communications are interesting and helpful.

Please indicate if your work status. (Check one)

Answer Options	Part-time employee	Full-time employee	Rating Average	Response Count
1	2	0		
2	1	2		
3	2	5		
4	5	6		
5	3	7		
6	1	1		
7	1	0		
	3.87	4.00	3.94	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 30

Extent to which my supervisor trusts me.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	0	2		
3	0	1		
4	1	0		
5	1	2		
6	6	7		
7	7	8		
	6.27	5.52	5.83	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 31

Extent to which I receive in time the information needed to do my job.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	2		
2	1	6		
3	2	4		
4	2	1		
5	4	6		
6	4	2		
7	2	0		
	4.93	3.43	4.06	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 32

Extent to which conflicts are handled appropriately through proper communication channels.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	2		
2	0	2		

3	1	4		
4	3	4		
5	4	7		
6	5	2		
7	1	0		
	4.87	3.86	4.28	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 33

Extent to which the grapevine is active in XX organization.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	1		
2	0	4		
3	1	4		
4	5	7		
5	4	4		
6	3	0		
7	1	1		
	4.60	3.62	4.03	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 34

Extent to which my supervisor is open to ideas.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	1	1		
3	0	2		
4	1	1		
5	2	4		
6	4	10		
7	7	2		
	5.93	5.30	5.57	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 35

Extent to which communication with other employees at my level is accurate and free-flowing.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	1	4		
3	0	6		
4	2	2		
5	4	7		
6	6	1		
7	2	0		
	5.33	3.62	4.33	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 36

Extent to which communication practices are adaptable to emergencies.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	0	5		
3	0	5		
4	3	4		
5	6	5		
6	5	0		
7	1	0		
	5.27	3.35	4.17	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 37

Extent to which my work group is compatible.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	0		
3	1	4		

4	0	1		
5	5	8		
6	6	5		
7	3	2		
	5.67	5.00	5.29	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 38

Extent to which our meetings are well organized.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	1		
3	0	5		
4	3	1		
5	6	11		
6	3	2		
7	3	1		
	5.40	4.52	4.89	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 39

Extent to which the amount of supervision given me is about right.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	0		
3	1	2		
4	0	4		
5	2	7		
6	9	6		
7	3	2		
	5.87	5.10	5.42	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 40

Extent to which written directives and reports are clear and concise.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	3		
3	1	5		
4	3	4		
5	4	7		
6	7	2		
7	0	0		
	5.13	4.00	4.47	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 41

Extent to which the attitudes towards communication in MPRB are basically healthy.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	1	1		
2	0	4		
3	3	9		
4	4	4		
5	4	3		
6	3	0		
7	0	0		
	4.27	3.19	3.64	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 42

Extent to which informal communication is active and accurate.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	0	1		
3	1	8		
4	2	3		
5	7	7		
6	5	0		
7	0	0		
	5.07	3.70	4.29	35
			<i>answered question</i>	35
			<i>skipped question</i>	5

Question 43

Extent which the amount of communication in XX Organization is about right.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	1		
2	0	2		
3	3	10		
4	1	4		
5	8	4		
6	3	0		
7	0	0		
	4.73	3.38	3.94	36
			<i>answered question</i>	36
			<i>skipped question</i>	4

Question 44

How would one rate your productivity in your job?

Answer Options	Please indicate if your work status. (Check one)		Response Percent	Response Count
	Part-time employee	Full-time employee		
Very low	0	0	0.0%	0
Low	0	0	0.0%	0
Slightly lower than most	0	0	0.0%	0

Average	1	0	2.8%	1
Slightly higher than most	2	7	25.0%	9
High	9	11	55.6%	20
Very High	3	3	16.7%	6
<i>answered question</i>				36
<i>skipped question</i>				4

Question 45

In the last 6 months, what has happened to your productivity?

Answer Options	Please indicate if your work status. (Check one)			
	Part-time employee	Full-time employee	Response Percent	Response Count
Stayed the same	9	12	58.3%	21
Gone up	6	6	33.3%	12
Gone down	0	3	8.3%	3
<i>answered question</i>				36
<i>skipped question</i>				4

Question 46

If the communication associated with your job could be changed in any way to make you more productive, please tell how.

Answer Options	Please indicate if your work status. (Check one)		
	Part-time employee	Full-time employee	Response Count
	4	11	15
<i>answered question</i>			15
<i>skipped question</i>			25

Listed below are the opened ended responses from question 46:

Part-time staff responses:

- 1) At the Center Level, it is good. Maybe if things were consistent between areas of the cities with respect to everyday operations.
- 2) Lists of specific tasks or areas that need attention at my park location, so that I may direct any free time to those areas.
- 3) more organization
- 4) It has recently been made much more productive with our new director

Full-time staff responses:

- 1) Pro-active vs. Reactive
Policies, procedures, changes in business operation need to be delivered ahead of time not just dropped on us.
- 2) Define who does what and stop the trickle down affect.
- 3) I feel like more positive communication would help. Being acknowledged for working hard would be nice. It seems some people's everyday job duties (event coordinators, volunteer

coordinators) get recognized in the Supt's newsletter every month, while those of us who work in the field (rec, maintenance, etc.) work hard to offer great programming on a daily basis but it goes unrecognized and underappreciated.

- 4) Bring back cordless phones!!!
- 5) Communication with part-time staff needs to improve drastically.
- 6) Clear and consistent directive given to all staff.
- 7) If communication was better I would be more productive.
- 8) Clear, concise, detailed communication would help me be more efficient.
- 9) Clear direction on citywide policies. Don't pass the buck!
- 10) More staff in field. Strong direction from above. We are in another reorg.....
- 11) Communication needs to be concise and given to employees in a timely manner.

Employees are not given the same information and at the same time, despite being in the same work group. I feel communication has stalled in the MPRB. It feels like management needs to approve every detail, thus, information/communication is slow and sometimes non-existent due to a traffic jam that goes up the ladder. It is always claimed that we are on the front lines, yet, we have to wait consistently for answers from supervisors. That is not customer service friendly and it frustrates customers and the public.

Question 47

Extent to which my staff are responsive to downward-directive communication.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	1	0		
3	0	4		
4	0	3		
5	3	9		
6	3	4		
7	0	0		
	5.00	4.65	4.74	27
			<i>answered question</i>	27
			<i>skipped question</i>	13

Question 48

Extent to which my staff anticipate my needs for information.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	1		

3	1	1		
4	0	4		
5	2	11		
6	4	3		
7	0	0		
	5.29	4.70	4.85	27
			<i>answered question</i>	27
			<i>skipped question</i>	13

Question 49

Extent to which I can avoid having communication overload.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	0	0		
3	0	3		
4	0	2		
5	3	11		
6	4	3		
7	0	0		
	5.57	4.74	4.96	26
			<i>answered question</i>	26
			<i>skipped question</i>	14

Question 50

Extent to which my staff are receptive to evaluations, suggestions, and criticisms.

Answer Options	Please indicate if your work status. (Check one)		Rating Average	Response Count
	Part-time employee	Full-time employee		
1	0	0		
2	1	1		
3	0	3		
4	0	3		
5	2	8		
6	4	5		
7	0	0		
	5.14	4.65	4.78	27
			<i>answered question</i>	27
			<i>skipped question</i>	13

Question 51

Extent to which my staff feel responsible for initiating accurate upward communication.

Please indicate if your work status.
(Check one)

Answer Options	Part-time employee	Full-time employee	Rating Average	Response Count
1	0	0		
2	1	0		
3	0	3		
4	0	3		
5	1	8		
6	5	5		
7	0	0		
	5.29	4.79	4.92	26
			<i>answered question</i>	26
			<i>skipped question</i>	14