

The Relationship between Communication Satisfaction and Performance Indicators in Palestinian Governmental Organization

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Abstract- The purpose of this article is to call into question the conventional wisdom that employees' communication satisfaction is correlated with their performance indicators. It reports to which extent communication satisfaction can contribute to performance indicators of Palestinian Public Sector employees from Ministries of Education and Health. Hence, the Communication Satisfaction Questionnaire (CSQ) Downs and Hazen (1977) was used by followers as a main instrument to identify their satisfaction with communication through three dimensions (informational, relational, informational/relational) and performance indicators were measured by the outcomes listed in Multifactor Leadership Questionnaire by Bass and Avolio (1995) (extra effort, satisfaction, and effectiveness) (N1=342). In addition to, task performance scale developed by Williams and Anderson (1991) was used by supervisors to highlight their subordinates actual performance (N2=342). The samples consists of 342 dyads include (1:1) supervisor and his/her immediate follower. The study found that informational/relational dimension had the highest impact on all subordinates' performance indicators. Relational dimension was found to be positively correlated to all dimensions except satisfaction with supervisor. While, informational dimension was negatively; and significantly correlated with; effectiveness and extra effort. The study reported insignificant relationship between informational dimension and task performance, and between informational and relational dimensions; and satisfaction with supervisor. This research was limited to ministries of education and health in Gaza Strip. The study excluded supervisors and subordinates of West Bank residences. The sample was limited to 342 dyads of supervisors and their immediate followers. Findings could be generated on service ministries sector only and exclude the mastery and productive ministries. The field of communication satisfaction has been never investigated in Palestinian context. This study might contribute by enhancing the understanding of communication satisfaction in Palestinian ministries. Practitioners in Palestine could be provided with the basic information about variables investigated in the present study. Finally, findings of this study might be used as a guideline for planners and officials of these organizations in order to consider attitudes such as communication satisfaction when they call for reformation and development.

Index Terms- Communication satisfaction, Performance indicators, Palestine.

I. INTRODUCTION

The Palestinian National Authority (PNA) that has been established due to Oslo Accord in 1993[1] is the first national legitimate entity after the Israeli occupation of total Palestine in 1967. The PNA consist of two areas unattached geographically that are; West Bank located in east of Palestine and Gaza Strip in southwestern of Palestine where, it is difficult if not impossible to commute between these two areas, and thus, the focus of the present study is on Gaza Strip. The PNA to manage public services, it formed 23 ministries classified into three categories; (a) productive, including 6 ministries, service, including 14 ministries, and mastery including 3 ministries. The largest two ministries among the three categories are ministries of education and health. Such ministries are considered as a foundation of the rest of ministries. Further, the PNA as a new experience has inherited semi-hierarchies units have been managed by Israeli Civil Administration (ICA). Such units specifically in education and health sectors; and as being under occupation government, have limited and insufficient information flow [2]. Further, relations between Israeli and Palestinian employees were mostly formal-oriented due to security reasons, and thus, Palestinian employees in addition of being under stress working under occupation government, they have worked in a harsh situation between hope and despair with scant information. No doubt that, such situation has been somehow changed later, but the first Palestinian supervisors that dealt with public organizations after 1993 were mostly formed from "the returnee"; those returnee were working at or supporting the Palestinian Liberation Organizations PLO and had return to Palestine after years of exile [2]. Indeed, most of supervisors were coming from military background and have no experience managing public organization [3], and thus, the style of communication was somehow a kind of military orders, top-bottom directed, with limited information, and it was not easy to create relations and/or access to top supervisors. Gradually, the organizational communication has been developed due to some development plans held by Ministry of Planning and International Cooperation (1998-2000)[4], but there are no scientific evidences and/or reports to show the extent to which organizational communication became healthy. Despite, in the Palestinian context as a unique community, the importance of organizational communication could be obliviously seen during the time of permanent crises where, employees approximately

cannot do anything when their supervisors are absent or cannot keep in touch. Among investigated organizations, the role of communication is very essential because such organizations provide services along the year and their services are vital for all citizens. Moreover, these organizations are well prepared through emergency plans to work with full capacity even during crises or under threats of Israeli attacks and occupation. Indeed, Gaza Strip might face a war at anytime whereas some of its parts may be occupied. Some other areas may be under siege or closure. Hence, the role of communication becomes more important under these emergencies.

Another important factor is that some employees may be delegated to work on behalf of their supervisors whenever the supervisors cannot reach their workplaces. In other words, such employees could have direct contact with top supervisors; they may obtain temporary more information about the organization, their jobs, and regulations. Such employees may be saturated with information that they usually do not get under normal situations. In this case, when the situation becomes stable, information provided during emergencies challenges supervisors since employees knew confidential information. This challenge – to some extent – varies depending on supervisors trust, but the real disastrous challenge takes place when, such information is leaked to hostile parties. For that, during emergency, work-related information can be provided smoothly, but organization-related and strategic information are provided in very limited cases depending on the level of trust.

No doubt that, when information flows freely among an organization, it enhances trust [5, 6] and ensure the participation of subordinates in decision-making [7]. Hence, to realize trust and ensure decision sharing, the organizational communication must be effective [8]. Effective communication furthermore, leads to communication satisfaction among members of the organization [9]. It further contributes to achieve desirable performance indicators. Since the field of communication satisfaction was neglected among Palestinian organizations in general, and governmental organizations in particular, the present study expect to diagnoses an important issue focusing the light on an organizational factor that dominantly affect on performance indicators. Additionally, since communication satisfaction reflects the individual's degree of satisfaction with all the varying aspects of communication within the organization [10], thus, it expected to be a holistic tool to investigate overall communication. Moreover, communication satisfaction is the précis of a person's satisfaction, which could be saturated from information flow and diverse relationships [11], and reflects positive performance [11-13]. In this regard therefore, employees could have high level of satisfaction with communication and perform their tasks better.

Therefore, the present study investigates three factors of communication satisfaction that are; informational, relational, and informational/relational. Furthermore, performance indicators are investigated at two approaches, the first, focused on objective performance indicator or task performance, which refers to which extent employees perform their formal tasks according to their job descriptions. The second is to measure subjective performance indicators that refer to factors that are related to task performance but not reflecting essential duties, such as, employees' ability to exert extra effort toward their jobs,

satisfaction, and to which extent they perceive effectiveness in their supervisors. The dual approach of measuring performance indicators is a responds to some studies [e. g., 14] indicating that communication satisfaction might not correlate with task performance itself, but related with other factors which affect performance such as satisfaction.

II. LITERATURE REVIEW

Communication Satisfaction

The construct “communication satisfaction” first appeared in Dale Level's (1959) doctoral thesis that investigated communication in urban banks [15, 16]. Then the concept was developing by authors, for instance, Clampitt and Downs [17] presented it in a similar way as cited in Thayer (1968) who defined communication satisfaction as “the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with” (p. 144). The term communication satisfaction refers to the sum of a person's satisfaction, which is saturated from relations and information-flow variables [11]. Thus, it involves all areas of social interactions, keeps people together, and helps to perfect organizational communication. Similarly, Pavitt [9] stated that communication satisfaction results of effective organizational communication in organizations and effective communication is a major part of supervisors strategy for success [18]. It facilitates supervisors to share data and information with subordinates in smooth and trust relationship [19]. Likewise, communication satisfaction enables supervisors to facilitate strong and mutual relationship with subordinates effectively [8]. Generally it builds and improves confidence between them [9] as well as strengthens trust and stewardship [5, 6]. It is indisputable that all supervisors call for effective communication to ensure subordinates participation in decision making, by means of providing essential information [20]. Moreover, subordinates' efficiency of decision-making is improved based on healthy communication. Gray and Laidlaw [21] concluded that subordinates' communication satisfaction reinforce understanding of the role of communication practices and its relationship to overall satisfaction among other important factors. Hence, insufficient communication results in lack of sharing meaning between supervisor and subordinate, which could have irreversible consequences on task achievement [22]. More often than not, management increase information flow to its employees in order to boost confidence and reduce employee uncertainties and result in employee communication satisfaction [23]. Without doubts, effective communication enhances and augments understanding the organizational apparition [24]. Indeed, effective supervisor needs adequate communication in order to disseminate the organizational vision, mission and objectives efficiently and effectively [25]. Furthermore, Gray and Laidlaw [21] stated that the overall organizational performance could be improved when employees are adequately informed through effective communication. Communication satisfaction is not only the factor that asses performance at formal level, but also it increase the employees' ability to perform beyond expectation [26]. Hence, it plays key role to increase several positive factors that are related to desirable performance indicators [11, 27, 28], such as, empowerment [28], organizational identification [29],

membership satisfaction [30], employee productivity [31], organizational commitment [32-35] satisfaction with work relationships [36], and job satisfaction [11, 33, 37, 38]. Similarly, some authors such as Hecht [39] earlier proved that in order to meet the expectations and objectives in organizations, communication satisfaction serves as an important factor in this direction. Furthermore, since communication is associated with effective supervision [40], then effectiveness is a target for involved organization, and thus, satisfaction with communication is an indicator of effectiveness [16]. Finally, Downs [41] indicated that perceived positive communication relationship with the supervisors was the cause of employees' satisfaction. Communication satisfaction further reduces role stress among employees [42]. Moreover, it raises superior-subordinate attraction as well as, reduces conflict and negative stereotypes among individuals [43].

For the purpose of the present study and in accordance to previous literature [11] communication satisfaction is presented in three factors; informational, relational, and informational/relational. The informational factor refers to the level of satisfaction with the flow and content of information, including media quality, organizational perspective and organizational integration. The relational factor describes satisfaction with relationships created among organizational members through communication, including subordinate communication, supervisor communication, and horizontal communication. The third factor includes personal feedback and communication climate. This dimensionality of communication satisfaction was confirmed by factor analysis in the present study.

Performance Indicators

Performance is frequently used as one of the most important dependent variables in that has impact on organizational goals [44-46]. Performance of employees has also been identified as a vital work outcome in organizational studies. The literature classified performance indicators into objective and subjective. In this regard, task performance was presented as an objective performance indicator, while the indicators such as extra effort, satisfaction, and effectiveness are subjective indicators of performance [47, 48]. Therefore, to ensure better understanding of performance indicators, all those factors are investigated in the present study. Kalbers and Cenker [49] have pointed out that task performance of employees is an important work outcome. However, Armstrong [50] recommended that to measure employee job performance, it has to be defined first. Furthermore several empirical studies explained different ways of defining the concept of performance, for instance Chi., et al. [51] defined it according to research subject. While other authors [e. g., 52, 53] defined performance in relation to different organizational structures and predetermined organizational goals. The term performance refers to extent "successful role achievement (behavior) is accomplished" [54]. Further, performance has been described as the way employees attain the job related duties and actions in an organization [55]. Similarly, Ejere [56] stated that performance is the employee implementation and rating of the official tasks and actions toward achieving organizational goals, which is normally determined as high or low performance in relation to the overall

organizational performance [51]. Hence, performance measures are used to view the level of employee contribution to their daily assigned jobs as well as the overall organizational goals.

Accordingly, on the theory of Borman and Motowidlo [52], performance could be classified into task performance and contextual performance. Task performance refers to "the proficiency and skill in job-specific tasks and differentiates one job from another" [57]. Task performance also refers to employees' direct contribution to organizational technical core, including activities which are considered as part of the job description [58]. Moreover, task performance is the behaviors which are directly involved in providing services and/or producing goods which indirectly support to the organization's essential technical process [44]. Therefore, task performance is considered as the requirements of employee's role, which should be identified by job analysis [59]. Moreover, Werner [60] viewed that task performance and in-role performance can be used interchangeably. Additionally, contextual performance that also refers to subjective performance, was defined as efforts displayed by an individual which "are not directly related to their main task functions, but are important because they shape the organizational, social and psychological context, which serve as the contextual performance as the critical catalyst for task activities and processes" [52]. In summary, both types of job performance (task and contextual) contribute to organizational effectiveness [61]. Accordingly, task performance is a part of overall performance which is mainly concerned with physical achievement [44]. Lapierre, Bonaccio, and Allen [62] found that high level of task performance inspires employees to have skills, necessary knowledge, ability and motivation to accomplish the expected objectives. Werner [63] further indicated that when task performance is high, supervisory rating influences high levels of extra effort and helping behaviors. Therefore, a high task performance could be considered as a motivator for employees' extra effort. In general, task performance is considered as the key part of the job description, which is generally assigned by the organization and is a essential measure of performance evaluation [64]. Kahya [44] and Miron, Erez, and Naveh [65] demonstrated that task performance contribute to effectiveness. In another study, Ng and Feldman [66] argued that job performance include core task behavior factors, citizenship behavior factors and counter-productive behavior factors. The authors further reported that essential task performance responds to basic required tasks of the particular job while authors [e. g., 67] further found that the three behavior factors contribute to overall performance, but core task performance was given the highest weight explaining overall performance.

Subjective performance indicators are further known also as contextual performance [47, 48] and refereeing to the quality of output of supervisors [68]. Those factors are presented as decisive factors of effectiveness [69]. As they were used in pervious literature, the subjective performance indicators in the present study are extra effort, satisfaction with supervisor, and effectiveness. According to Avolio and Bass [70] and Snodgrass, Douthitt, Ellis, Wade, and Plemons [71], *Extra Effort* displays to which extent employees are devoting to exert effort beyond the ordinary, because of the supervisions. In other words, extra effort is made based on the supervisor's motivation [72]. Thus, subordinates exert more effort than they would normally do

because of the effect of the degree of reflection of the supervisor [73]. *Effectiveness* refers to extent the supervisor is able to be effective, according to employees' perceptions of the supervisor's ability [70]. Some aspects of effectiveness could appear in achieving organizational goals, objectives, and employees' needs in their job [73]. *Satisfaction with supervisor* as an outcome refers to the extent to which subordinates are satisfied with their supervisor, mainly referring to the degree to which the supervisor works with them in a satisfactory way [73]. Therefore, employees' satisfaction with their supervisor happens according to their perception in working with others.

Reviewing previous research, shows that most studies that measured performance were depending on self-rating method [e. g., 49, 74, 75], and/or supervisor-rating method [e. g., 55, 76, 77]. The previous methods were mainly related to behavior and/or attitudes of individuals. Some other studies have used more than one method of rating. Ng and Feldman [66] in a meta-analytic study argued that job performance in scientific research was found to be measured through four sources of performance rating, that is, (a) rating by supervisor, (b) rating by others (e.g., peer, subordinates and stakeholders), (c) self-rating, and (d) objective performance rating (e.g., sales volumes and records). In the present study, task performance as an objective indicator is measured by supervisors rating their subordinates while, subjective indicators are measured by subordinates to rate themselves.

Communication Satisfaction and Performance Indicators

Through communication, employees can perform better and express their emotions including disappointment or satisfaction with each other and with their management [20]. A suggestion was made that future research should focus on task performance and related process outcomes, such as workplace communication [78]. In the literature, communication satisfaction shows a relationship with performance [11-14, 19, 37, 79-81]. On one hand, some authors such as [11, 19, 31, 37, 79] found that communication satisfaction is significantly related to job performance. Further, satisfaction with communication was considered as the predictors of job performance [12, 13], some other studies [14] opined that satisfaction with communication has indirect effect on job performance. Consequently, Hecht [39], earlier concluded that communication satisfaction is effective response in meeting the communication goals of the organization. While, researchers explained communication satisfaction in line with workers' satisfaction level in organizations [82]. The construct of communication satisfaction as presented in previous studies [e. g., 11, 21] showed that two main aspects of communication affect on performance indicators, those aspects are relational and informational communication satisfaction. The relational factor of communication satisfaction responds on creating healthy relations between supervisor and subordinate, where the effective communication enhances mutual trust [8], and confidence [9]. Further, communication creates supportive relationship between supervisor and employees. The second factor is informational communication. Authors such as [83, 84] found that, informational communication facilitates work-related information and knowledge exchanges among employees and creates supportive communication. Supportive communication

further, creates trust in management, and supervisors' efforts to enhance interpersonal relationships that contributes significantly to organizational trust [85]. According to Sullivan [86], who stated that the way supervisors of organization support organization communication has significant influence on their subordinates' performance indicators in general and employee job performance in particular as well as employee satisfaction with organizational communication. It could be seen that such aspects affect positively on employees ability to perform and can results positive performance indicators. The second factor of communication satisfaction is focused on information that mainly related to employees' jobs. Work-related information plays key role in enhancing employees' job performance [87, 88]. Hence, when employees are satisfied with organizational communication, they may have healthy relations, and free flow information, due to these factors their job will become much easier to achieve and their ability to perform become much enhanced. Considerable studies have showed significant relationship between employees' communication satisfaction and their job performance.

Consequently, effectiveness was found to be associated with communication satisfaction [89]. Similar research has investigate effective outcome variables [e. g., 40] found that communication is associated with effectiveness, while Lee and Lin [16] concluded that employees' communication satisfaction is predicting factor of effectiveness. Some authors such as [90, 91] indicated that the terms extra effort and extra-role performance referred to one and the same thing, meaning that extra- role and extra effort have the same meaning. In any case, extra-role performance of employees is a part of Organizational Citizenship Behavior (OCB). Extra-role performance of OCB was found to be positively and strongly related to communication satisfaction [92, 93], and OCB correlated positively with communication satisfaction of supervisors as well [32]. Thus, the present study may consider that extra effort is correlated with communication satisfaction. Accordingly, it was reported that the subordinate satisfaction with supervisor is to be considered as a dimension of job satisfaction because it is mostly influenced by supervisor-subordinate communication [94]. Thus, the best measure of job satisfaction depended on related variables of overall satisfaction such as sub-scales for pay, promotion, people, supervision and work [95]. To support this, several studies found a strong and positive relationship between communication satisfaction and job satisfaction [10-13, 80]. In the present study, the relationship between subordinates' satisfactions with superior as a dimension of job satisfaction is considered. Therefore, it could be concluded that the satisfaction with supervisor seems to be related to communication satisfaction. In summary, based on the study of Ulloa-Heath [96], and Parrish et al. [97] previous evidences, it could be considered that communication satisfaction is related to performance indicators.

Based on the previous argument, the following hypotheses of relationship are proposed below:

H1: There is a significant positive relationship between communication satisfaction and extra effort.

H2: There is a significant positive relationship between communication satisfaction and satisfaction with supervisor.

H3: There is a significant positive relationship between communication satisfaction and effectiveness.

H4: There is a significant positive relationship between communication satisfaction and task performance.

III. METHODOLOGY

Sample. The sample of this study is scanned from dyad supervisor-subordinate level in ministries of education and health in Gaza strip. This study surveyed 342 dyads. Supervisors were selected purposely including all supervisors. While subordinates were selected systematically (one individual from each administrative unite).

Data and Procedure. The questionnaire of this study was translated into Arabic language by two academic staff. The scales were back translated with other experts in the field on study and have English background. Finally, the two versions were compared and edited by a public notary that did minor modification. Validity, liability and credibility were ensured. The questionnaire consisted from two sets, set "A" for supervisors and was consisted from two parts, the first part included demographics (e. g., gender, age, marital status, work experience, education level). The second part was the 7-items scale to evaluate task performance of their immediate subordinates. Set "B" was consisted from three parts; the first included the demographics (e. g., gender, age, marital status, work experience, education level). The second part included 40-items to identify satisfaction with communication, while, the third part consisted of 9 items to rate subjective performance indicators (3 for extra effort, 2 for satisfaction, and 4 for effectiveness). A five-point scale was used. The range was "strongly disagree" (1) to "strongly agree" (5) for all scales except communication satisfaction that was ranged "strongly dissatisfied" (1) to "strongly satisfied" (5).

Measures. The quantitative method based on questionnaire was chosen for two reasons. First, the respondents of the study were qualified to deal with questionnaire that they could understand the contents, and respond honestly. Secondly, the questionnaire might provide more confidence and freedom for respondents to express their opinions rather than interview method. The study employed Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) for rating employees' communication satisfaction, the respondents were subordinates. The CSQ scale was frequently used among studies [10, 11, 26, 96, 98] showing high reliability. Two scales measure performance indicators. The first is for *Subjective performance indicators*, were measure by nine items reported by Bass and Avolio [99]. These outcomes were consists of three sub-dimensions therefore, extra effort (3 items), effectiveness (4 items), and satisfaction (2 items). Registered liability in previous literature was respectively (0.91), (0.91), (0.92) [100]. While, the second for *Objective Performance indicators*, that were measured based on seven-item scale developed by Williams and Anderson (1991). Several studies have applied this scale [e. g., 64, 76, 101, 102, 103]. The seven-item forms one dimension, which expresses the in-role performance. The liability of this scale was (0.91) as noted by Williams and Anderson (1991).

Analysis. In this study, descriptive statistics analysis therefore, frequency, percentage, means, standard deviations, reliability coefficients, and regression were used to examine the association between communication satisfaction and performance indicators. The Factor Analysis and Cronbach's α test were performed for goodness of the measures and internal consistency of the collected data. The unit of analysis is individual. SPSS 19.0 was used to perform statistical analyses.

IV. DATA ANALYSIS

Respondents Profile. The data was gathered through questionnaire from two organizations. The supervisors rated their subordinates' performance, while the subordinates rated their satisfaction with communication, thus, there are two sets of profiles; (a) *Sample Structural Characteristics. Set "A"* Consisted of supervisors, who were characterized as, male (88.3 percent) and female (11.7 percent) with age between 30-49 years old (67.3 percent) and married (96.2 percent). In addition, most of them had bachelor degree (58.5 percent) and (27.4 percent) have postgraduate qualification, and had work experience above 6 years (34.2 percent). (b) *Sample Structural Characteristics. Sample "B"* consisted of subordinates, who were characterized as, male (67.5 percent) and female (32.5 percent), with age; less than 39 years old (70.7 percent) and married (84.2 percent). In addition, most of them had bachelor degree (57.9 percent) and had less than 6 years of work experience (70.2 percent).

Table I
 Reliability Coefficients, Mean, and Standard Deviations for Variables

Variable	Cronbach's Alpha	Mean	Std. Deviation	No. of Items	Items Dropped
Com. Satisfaction	0.95	-	-	40	10
Informational	0.95	3.38	0.630	15	6
Relational	0.96	3.55	0.590	15	1
Info-Relational	0.85	3.93	0.456	10	3
Performance					
Extra Effort	0.91	3.70	0.699	3	-
Satisfaction	0.79	3.59	0.586	2	-
Effectiveness	0.96	3.53	0.774	4	-
Task performance	0.90	3.76	0.580	7	-

Reliability. The result is highly reliable if the Cronbach's α value for the main variables is between 0.79 and 0.96.

Hypotheses Testing. This section provides four regression analyses; between three dimensions of communication satisfaction and four dependent variables. These dimensions were considered as independent variables. The dependent variables were subjective performance indicators in terms of (extra effort, satisfaction with supervisor, and effectiveness), and task performance as objective performance indicator of performance indicators. Therefore, this regression analysis was conducted to determine variance of dependent variables (performance indicators) explained by different dimensions of communication satisfaction. Table II provides a summary of these regression analyses. Based on Table II there are four columns showing β for

each dependent variable. In the first column, the first regression analysis under this relationship showed 61% of the total variance of the DV (extra effort) can be predicted from communication satisfaction dimensions (R Square = 0.610). Additionally, in the first column, extra effort as a subjective performance indicator was predicted by the relational dimensions of communication satisfaction where ($\beta=0.154$, $\rho<0.001$). Besides, informational dimension of communication satisfaction is predicted of extra effort ($\beta= -0.209$, $\rho<0.001$), the β value has shown negative direction, while this relationship was hypothesized positively. It is notable that in this regression analysis, the informational/relational dimension of communication satisfaction is also a very strong predictor of extra effort ($\beta=0.773$, $\rho<0.001$). The DV (satisfaction with supervisor) listed in second column can be predicted from the independent variables communication satisfaction with total variance 31% where (R Square = 0.314). The second column showed that satisfaction with supervisor (the second indicator of subjective performance) is predicted positively, and stronger by informational/relational dimension ($\beta = 0.570$, $\rho < 0.001$), while, the relational and informational dimensions did not predict significantly satisfaction with supervisor. The third DV (effectiveness) can be predicted from the communication satisfaction dimensions as independent variables with total variance 48% where (R Square = 0.478). The third dependent variable is effectiveness which is the last indicator of subjective performance was predicted by relational dimension ($\beta=0.318$, $\rho<0.01$), informational dimension ($\beta= -0.140$, $\rho<0.01$), and informational/relational dimension ($\beta=0.519$, $\rho<0.001$).

Table II
 The Regression Analysis for Variables

Communication Satisfaction	Performance Indicators			
	Extra Effort	Satisfaction	Effectiveness	Task performance
Relational	0.154***	0.065	0.318***	0.767***
Informational	-0.209***	-0.110	-0.140**	-0.033
Info-relational	0.773***	0.570***	0.519***	0.147***
F- Value	163.389	47.866	95.875	275.915
R ²	0.610	0.314	0.478	0.725
Adjusted R ²	0.606	0.307	0.473	0.722

Note: *** = $P < 0.001$; ** = $P < 0.01$; * = $P < 0.05$

The last dependent variable is task performance which was predicted by independent variables with 73% of the total variance where (R Square = 0.725), this variable was predicted strongly by relational dimension ($\beta=0.767$, $\rho<0.001$), and less by informational/relational dimension ($\beta=0.147$, $\rho<0.001$), while informational dimension was not related significantly ($\beta= -0.033$, $\rho>0.05$).

According to results illustrated in Table II, the first hypothesis was supported but employees were not satisfied with informational communication since β value was negative. The second hypothesis was partially supported because only informational/relational factor of communication satisfaction had a positive effect on subordinates' satisfaction with supervisor. The third hypothesis was fully supported even informational factor reflected negative β value that means they were not satisfied with this factor. Finally, the fourth hypothesis was

partially supported since informational factor was insignificantly related to task performance. A discussion and justification for these findings are presented in the next section.

V. DISCUSSION AND CONCLUSION

Discussion. The analytical results presented in this study showed that the three components of communication satisfaction have significant effect on employee's performance indicators. The significant positive relationships that are in line with previous literature could be attributed to employees' need for both aspects of communication, such as informational and relational communication. Hence, they will be able not only to achieve their tasks but also, to exert extra effort toward their jobs. Further, it refers that employee' perceive their supervisors as effective ones and, somehow, are satisfied with relations. Indeed, when employees will be asked to perform, they should be followed-up frequently in order to be maintained and supported with feedback. Similarly, these findings might indicate that supervisors keep on close relationships within the organization, and thus, when employees have good relations with each other and with their supervisor, encouragement becomes much effective. A note is given to relational communication; it is mostly an informal communication that job duties are executed by. Some aspects of motivation and enhancement are involved in the process of communication.

Surprisingly, the significant negative relationships between informational dimension and; employees' extra effort and effectiveness indicate that employees are not satisfied with informational communication. In other word, such information provided is not enough for employees to put extra effort toward their jobs nor reflects aspects of effectiveness. The reason for this finding could be attributed to some lack of informational communication. These findings were in line with a study by Ulloa-Heath [96] concluded negative relationship that reflects employees' dissatisfaction with informational communication. It seems that overload information in Palestinian organizations may preoccupy employees with other secondary issues. Such issues in turn affect on their performance, such as prolonged side conversations that go beyond the acceptable limit or threshold required to discuss essential work-related issues. This is because public servants have grown accustomed to limited information through communication because of the Israeli civil administration. Surprisingly, the negative relationship means that employees need to be aware of the information provided, and supervisors should review their policy to provide information that ensures their performance and does not affect negatively. When employees know more than they should, they might utilize this information in undesirable way, which in turn affects on their performance. Such situation of overloaded information might be normal result of the uniqueness of the Palestinian community. For instance, supervisors might be forced to provide full information in times of crises to ensure employees' cooperation, and keep direct contact between top supervisors and employees, and thus, employees seem to misuse such information later.

For insignificant relationships, two possible reasons might be provided. First, insignificant result shows that "the effect is not big enough to be anything other than a chance finding – it

does not tell us that the effect is zero [104]. In this regard, the total variance explained in satisfaction was somehow low comparing with other variables. Additionally, since satisfaction with supervisor was measured by two items only that, might not be enough to rate employees' satisfaction with supervisor. Second, for task performance, only informational communication was found to be insignificant, while the total variance explained in this factor was quite high. This means that informational communication does not contribute to employees' task performance, as well as, the other factors of performance. Further, it might indicate that such information (that is mainly related to organization as a whole) does not play a key role in supporting employees' performance among the investigated organizations. This is because employee's tasks are listed previously in his/her job description so that employees know well what they have to do; regardless the amount of information provided or followed in the organization that should allow them to know how their jobs are related to organizational objectives and strategies. Thus, since informational dimension represents organizational related information, such information seems not to be directly related to job duties although it links employees' jobs performance with overall organizational performance. Additionally, since employees have no enough motivation to work beyond their formal jobs, they are not curious to know more or to spend much effort, because at the end they will gain only their monthly salary.

Recommendations and Future Research. The present study illustrated to which extent communication satisfaction of the employees could enhance their performance among Palestinian organizations. The study highlighted that both; relational and informational/relational factors could contribute positively to realize better performance. The study in this regard recommends that such factors should be supported. Additionally, the study highlighted that employees are not satisfied with informational communication. This evidences that informational provided – to some extent- are insufficient. The study further refers some negative relationships that contradicted with previous literature to employees' needs to know more about their organizations and how they should work. Thus, officials among investigated organization should take these findings in account and seek for methods to make organizational communication much effective and healthy. Finally, the present study attempted to examine a direct relationship where similar studies were not existed among Palestinian community, thus, researchers should continue to investigate in details other possible reasons for negative and/or insignificants relationships. Further, it would be wrathful if similar studies are compared among different cultures and incorporate demographic characteristics in analysis. No doubt, investigating such relationship in accordance to finding from previous literature and the present study might give better understanding if some moderate factors are included. Further, the study focused on communication satisfaction of subordinates ignoring supervisors. Thus, future research in addition, should investigate supervisors' communication satisfaction and the findings should be compared with subordinates to giver better understanding. Lastly, methodologically speaking, the present study investigated two service ministries neglecting the other categories (Productive and Mastery) ministries, and it was

applied on Gaza Strip only. Thus, the findings might be limited to this area; future research should be expanded to cover both Gaza Strip and West Bank among all ministerial categories.

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