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Managerial  
Communication and  
Related Variables in  
a Food Retail Chain

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# Managerial Communication and Related Variables in a Food Retail Chain

## Vadovų komunikacija ir susiję kintamieji: mažmeninės maisto prekybos tinklo atvejis

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### Abstract

Drawing on the literature analysis, two sides of managerial communication may be identified: information sharing practices and interpersonal interaction skills. Both of them were assessed empirically and evaluated as average by the employees in the case of a retail chain. The estimate of overall managerial communication was not significantly related to other variables chosen for the research: trust in the supervisor, workplace atmosphere, job satisfaction and organizational identification. But empathetic listening of manager was significantly related to trust. Also downward communication was significantly negatively related to active listening. Thus some information sharing practices may be contradictory to key interpersonal interaction skills. This may be the focus of further research. Phone calls and e-mail were indicated as the media most commonly used in managerial communication, but e-mail was the least preferred by the employees. The results of the research may be applicable in organizations of a similar type.

**KEYWORDS:** managerial communication, human resource management, retail chain, communication media.

### Introduction



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Communication has been regarded as a key aspect of organizational life. 'Businesses must have effective internal and external communication in order to succeed. Internal operations depend on the day-to-day exchange of information among employees' (Krizan et al., 2011, p. 3) – it is accepted as a general truth today.

However, being a very wide field of research and practice, organizational communication still has its sides to be covered much more precisely from the human resource management perspective. As a number of scholars (see Marques, 2010; Tangirala et al., 2007) remarked recently, organizational communication is a process sensitive to a variety of work environments. Also the relationship between organizational communication and workforce commit-

ment or productivity is still more implied than empirically demonstrated (Chen et al., 2006; Marques, 2010, etc.). Thus, a more structured approach toward organizational communication is developing steadily, and empirical research in a variety of organizations is expected to grow (Marques, 2010, p. 56).

An exceptionally low number of research papers related to managerial communication in lower levels of retail chains and similar-type organizations (e.g. courier delivery and other services) have been written. Therefore, the following research problem was identified: to investigate managerial communication and related variables covering this particular type of context of the lower levels of retail chain. The aims of the research were to (a) identify, drawing on the research literature, the main aspects of managerial communication in lower levels of retail chain or similar type organizations; to (b) perform empirical analysis of the lower-level managerial communication and related variables in a food retail chain.

The methods included research literature analysis and empirical research (a survey design was used for it). Descriptive and inferential statistics were employed for the investigation.

The results are applicable in retail chains and organizations of a similar type, seeking for the most effective mode of communication from the perspective of human resource management.

*Communication* in social sciences is generally defined as ‘transmission of meaning from one person to another or to many people, both verbally or nonverbally’ (Barrett, 2008, p. 3). On the other hand, it is ‘a very complex and many-sided phenomenon, with diverse meanings to different researchers’, as Réka and Borza point out (2012, p. 614).

Taking a closer look, *organizational, or corporate communication*, as summarized by Réka and Borza (2012, p. 614–615), include: (a) ‘*sending and receiving messages that create and maintain a system of consciously coordinated activities*’ (as stated in Allen et al., 1996, p. 384); (b) *the tools by which organizational activities can be unified, and its members can understand their own role*; (c) *the means through which personnel establishes a coherent social reality and identity, as well as the leadership style and power relations in organization*. All the approaches, nevertheless, convey the idea that ‘organizations are like systems, in which individuals interact, rather than entities, where communication takes place’.

As the authors claim, ‘*internal communication* represents communication and interactions among the members of an organization’; and ‘*external communication* [...] is directed to the outside and involves the communication of an organization with its environment’ (Réka and Borza, 2012, p. 615, drawing on Juris, 2004; Berger, 2009)

However, as Hatch and Schultz (1997) indicated with reference to organizational culture, identity and image, the ‘internal-external’ boundaries of organizations started to collapse at the end of the last millennium due to increasing levels of interaction between organizational members and ‘outsiders’. The authors highlighted the high workforce mobility. Also, an increasing accessibility to any kind of unconcealed information may be emphasized here. The question concerning the ‘internal-external’ boundaries also seems to be adequate speaking about organizational communication if communication is understood in a broader way than only the practice of information sharing.

On the other hand, the types of internal vertical and horizontal organizational communication are contrasted. *Vertical communication* means moving of information ‘up and down through all levels of authority within organization’, whereas *horizontal communication* refers to moving of information ‘among people on the same level of authority’ (Reece & Brandt, 2008, p. 43). Many researchers stress the role of a manager or direct supervisor in internal vertical orga-

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## Conceptualizing organizational and managerial communication

nizational communication. As Henderson (1986, p. 219) outlines, *managerial communication* 'generally refers to the interpersonal communication interactions which managers have with others in work environment'. This author defines the main two areas of managerial communication research: firstly, generic, singular communication activities of managers (e.g., the early studies, devoted to types, purposes, etc. of managerial communication not at a dyadic level); secondly, the effects of managers' communication behaviors on subordinates' perceptions. The latter, dyadic managerial communication was usually at the focus of more recent studies, owing to the fact that organizations tend to promote participatory management styles and teamwork increasingly. In this context, the flow of responsibility for communication towards line management and direct supervisors of workers has been highlighted as an important topic of organizational communication recently (see e. g., Marques, 2010, p. 48–49).

Having identified managerial communication as one of the main types of organizational (corporate) communication, we will further concentrate on the criteria of its effectiveness.

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## Criteria and outcome correlates of effective organizational communication

To ensure effective organizational communication, one must rely on some defined criteria. As Marques (2010) suggests, they do not differ essentially in the cases of internal and external organizational communication.

A number of investigations devoted to *the problem of the criteria* were published during the last decade. Mostly, they have been based on a reflective approach towards organizational communication. One of the most cited lists is presented by Zaremba (2006, p. 114) and consists of these qualifications: *timely, clear, accurate, pertinent, and credible*. Marques (2010), relying on her research, announced four more criteria in addition to them: *responsible, professional, concise, and sincere*. The result of applying all the above-mentioned criteria is *improved interaction* among the workforce; and this implies *greater trust, greater understanding, enhanced efficiency, and better performance* (Marques, 2010, p. 55).

Relying mainly on his own experience as a manager of employee communication at Federal Express (FedEx), Robertson (2005) discerned two sides of organizational communication while seeking to identify criteria for its effectiveness. They are the following: (a) what people communicate and (b) how they communicate. Thus, there are two sides of managerial communication: (a) managerial *information sharing practices* (measured by adequacy and flow of information determining its openness) and (b) *interpersonal interaction skills* (determining the climate of supportiveness). Robertson claims that the result of seeking an effective organizational and managerial communication is having 'an *open, instead of closed, and supportive, instead of defensive, communication climate* inside the organization' (Robertson, 2005, p. 35). He puts it in the center of his Managerial Communication Climate (MCC) Model. Consequently, (a) information openness and (b) interactive supportiveness are the criteria for effective managerial communication.

Quite numerous publications have analyzed the outcome correlates of managerial communication. Job satisfaction, job performance and productivity, organizational commitment, satisfaction in employee relationships were found to be related to perceived quality of information communication in various investigations, as it has been reported by Byrne and LeMay (2006). Improved objective measures of organizational performance, such as cost of operation per employee and number of clients served, were strong positive correlates of high quality communication from supervisors, as justified by Snyder and Morris (1984). Satisfaction in communication from supervisors has been shown to be significantly positively related to trust in them (Roberts and O'Reilly, 1974; Byrne and LeMay, 2006).

As noted above, variety of work environments creates diverse contexts for managerial communication. Thus, further theoretical and empirical studies are expected to be targeted to clarifying of the role of various contextual moderators on effectiveness of managerial communication, and on different, and more specific, aspects of organizational performance.

A great variety of means, or media, is characteristic of current organizational communication. However, as recent research (Byrne and LeMay, 2006; Salmon and Joiner, 2005) shows, a greater variety does not herewith induce a higher perceived quality of communication or satisfaction in it. Thus, the media may be treated as one of contextual moderators, or factors, of managerial communication effectiveness. 'As organizations rely on a variety of ways of getting information to their employees, and managers depend on faster and more efficient means for communication, the need to investigate the effects of alternative communication media on the intended receivers is critical,' Byrne and LeMay claim (2006, p. 171). In their research, the authors categorized organizational communication media into three levels on the basis of richness: *rich media*, which convey great amounts of information, e. g., face to face communication; *lean media*, which convey very little in comparison, e. g. company newsletter; and *moderate media*, e. g. e-mail. According to the research results, rich media was mostly related to perceived quality of information from supervisor, whereas lean media matched the expectations in communication from top management, and moderate media was only significantly related to perceived quality of urgent news (according to the authors, these are news about changes in business and generally considered legally sensitive material).

The results of the above-cited study raised many questions concerning the effective use of channels and media of managerial communication. Part of the research presented further was intended to get more empirical evidence for the questions too.

**Participants and procedure.** A convenience sample was selected in a closed joint stock company engaged in food retail trade. The organization had up to twenty stores in different towns all over Lithuania. A total of 45 salespersons and stores' heads, all female, were employed there; all of them were asked to participate. They represented the lower-level employees of the company. Communication with their immediate supervisors in the central office was in the focus. The data were collected by visiting the stores or via e-mail. All the respondents were provided anonymity; 42 usable questionnaires were returned. The more detailed data of the sample are presented in Table 1.

**Measures.** A survey design was used for the empirical research.

The main instrument contained 65 items rated on 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The grouped items were designed to measure subjective evaluation of managerial communication (overall and various dimensions), trust in supervisor (cognitive and affective), workplace atmosphere, organizational identification, and job satisfaction. Additional 9 questions measured attitude towards the use of communication media, collected demographic data and some optional comments of the participants.

An original part of the instrument was developed for managerial communication assessment.

Drawing on the literature analysis, mostly on Robertson (2005), seven dimension of communication between manager and employee were chosen for the research purposes – those which may, hypothetically, have an influence on the rest of the variables. They were the following: (1) downward job and operational information (supplied by manager to employee); (2)

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Different media as moderator in managerial communication

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Research methodology and procedure

**Table 1**  
Sample  
characteristics  
(N=42)

Characteristics	Number of respondents	Percent
<i>Age of the respondents*:</i>		
_ Under 35 years	4	9,5
_ 35-50 years	36	85,7
_ Over 50 years	2	4,8
<i>Length of service in the organization*:</i>		
_ 6 months - 1 year	2	4,8
_ 1-3 years	28	66,7
_ 3-5 years	12	28,6
<i>Received penalties:</i>		
_ Yes	4	9,5
_ No	38	90,5
<i>Received incentives:</i>		
_ Yes	6	14,3
_ No	36	85,7

\* The groups were chosen according to the cumulative frequency of the answers

downward personal and strategic information; (3) upward information (supplied by employee to manager); (4) active listening of manager; (5) suppressive behavior of manager during communication; (6) empathetic listening of manager; (7) providing feedback by manager. Dimensions 1-3 pertain to *managerial information sharing practices*, and 4-7 – to *interpersonal interaction skills* of managers, as categorized by Robertson (2005, p. 36). Each of the dimensions was defined and assessed in five items.

The workplace atmosphere scale consisted of five items related to prevailing emotions, participation and openness.

The scale relied on understanding of psychological climate, or atmosphere, as subjective evaluation of interpersonal relations in workplace, and readiness to cooperate as one of its aspects (Almonaitiene, 2001; Solomon, 1986).

Ten more items were used to assess trust in supervisor. They were part of the Trust in Leaders Instrument (Yang and Mossholder, 2010), 5 items for Cognitive trust, and 5 items for Affective trust in supervisor.

Identification with organization was measured by the 10-item scale developed by Ellemers, Kortekaas and Ouwerkerk (1999). The individual's definition of himself /herself in terms of organizational membership was at the core of the measure items, as defined by Ashforth and Mael (1989).

Job satisfaction concerns the extent to which employees are satisfied with workplace conditions and work organization, amount of pay, carrier perspectives, etc. (Gazioglu and Tansel, 2006). One more 5-items group inquired attitude towards such and similar job characteristics.

The Cronbach's alpha measures for all the groups of items were between 0.73 and 0.87, and their internal consistency may be considered as acceptable (Streiner, 2003).

The Spearman's correlation coefficient rho was applied to detect intercorrelations among the groups of items: the overall communication and its dimensions, and the other study variables.

The employees were also asked about the media of communication: which were most commonly used by their managers, and which the employees would prefer to be more commonly used. The questions contained four options (face-to-face communication, telephone call, e-mail, and meeting) and they had to choose two of them; they also were provided opportunity to specify another mean.

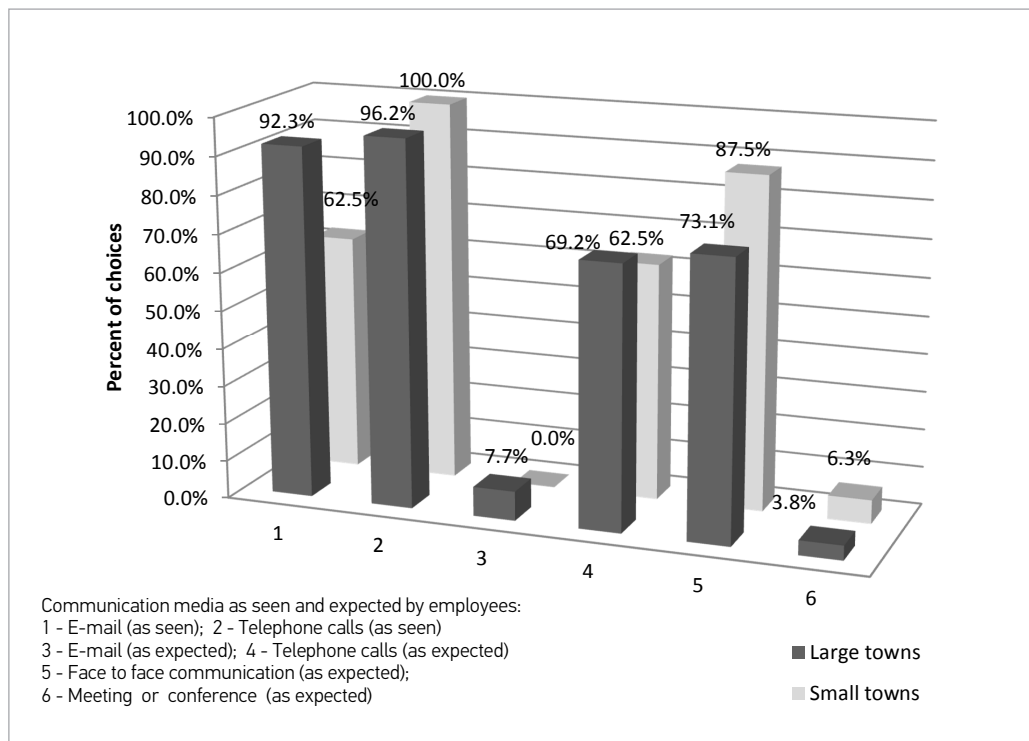
Table 2 presents the means, standard errors and deviations for the groups of items: the overall evaluation of communication, trust in supervisor, organizational identification, job satisfaction and workplace atmosphere. The mean scores for each of the communication dimensions varied between 2.21 (providing feedback) and 3.36 (upward information). The mean score for the *managerial information sharing practices* scales was 2.67, and it was 2.57 for the *interpersonal interaction skills* scales.

Scale	Mean	Std. Error	Std. Deviation
Communication (overall, 35 items)	2.60	.113	.734
Trust in supervisor (10 items)	2.17	.067	.437
Organizational identification (10 items)	2.64	.122	.791
Job satisfaction (5 items)	2.36	.095	.618
Workplace atmosphere (5 items)	3.12	.061	.395

\* Here, the higher scores reflect a more positive evaluation. Items scored in the opposite direction have been reversed.

Intercorrelations among the employees' evaluation of communication (overall and different dimensions) and the other estimated variables are presented in Table 3.

Figure 1 depicts the use of communication media by managers (as seen by employees), and as it is expected to be used. The data obtained in large and small towns are compared there too.



## Research results

Table 2

Means, standard errors and deviations for the groups of items \*

Figure 1

Means of managerial communication as seen and as expected by employees (five major Lithuanian towns were considered as "large towns" here)

**Table 3**

Intercorrelations among evaluation of communication (overall – group of items 01-35), its different dimensions and the other study variables

	Spearman's rho	01-05	06-10	11-15	16-20
01-05: Job and operational information	Correlation Coefficient				
	Sig. (2-tailed)				
	N				
06-10: Personal and strategic information	Correlation Coefficient	,102	1,000		
	Sig. (2-tailed)	,520			
	N	42	42		
11-15: Active listening	Correlation Coefficient	-,342*	,215	1,000	
	Sig. (2-tailed)	,026	,172		
	N	42	42	42	
16-20: Upward information	Correlation Coefficient	-,111	,283	-,146	1,000
	Sig. (2-tailed)	,485	,069	,355	
	N	42	42	42	42
21-25: Suppressive behavior	Correlation Coefficient	,122	-,171	-,080	-,149
	Sig. (2-tailed)	,440	,280	,616	,345
	N	42	42	42	42
26-30: Empathetic listening	Correlation Coefficient	,131	-,254	-,144	-,017
	Sig. (2-tailed)	,408	,104	,361	,916
	N	42	42	42	42
31-35: Providing feedback	Correlation Coefficient	-,195	-,090	,124	-,091
	Sig. (2-tailed)	,217	,573	,434	,565
	N	42	42	42	42
46-50: Workplace atmosphere	Correlation Coefficient	,137	-,106	,166	,121
	Sig. (2-tailed)	,386	,503	,294	,444
	N	42	42	42	42
51-60: Organizational identification	Correlation Coefficient	,295	,115	,100	-,251
	Sig. (2-tailed)	,058	,469	,530	,108
	N	42	42	42	42
61-65: Job satisfaction	Correlation Coefficient	,037	-,299	,097	-,193
	Sig. (2-tailed)	,817	,055	,541	,220
	N	42	42	42	42
01-35: Communication, overall	Correlation Coefficient	,502**	,237	-,118	,100
	Sig. (2-tailed)	,001	,131	,458	,530
	N	42	42	42	42
36-45: Trust in supervisor (cognitive and affective)	Correlation Coefficient	-,172	-,241	,024	-,167
	Sig. (2-tailed)	,276	,124	,879	,292
	N	42	42	42	42

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

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





## Discussion

The results showed that the overall managerial communication was evaluated as average by the employees: the mean score was 2.6 on the 5-point Likert scale (Table 2). The scores of organizational identification and job satisfaction were similar, 2.64 and 2.36, respectively. Trust in supervisor was a bit lower than average (2.17).

Satisfaction in workplace atmosphere was slightly higher than evaluation of the other variables – 3.12. It must be said here that there were more items concerning informal horizontal than managerial communication in this scale.

As mentioned above, the mean score (2.67) for the managerial information sharing practices was slightly higher than it was for the interpersonal interaction skills (2.57). One of the skills – providing feedback – had got the lowest mean score, 2.21.

Thus, both aspects of managerial communication can be improved, according to the research results. But, attention could be paid to interpersonal interaction skills of managers first of all, and to that of providing feedback, in particular.

**Table 4**  
Interrelations between  
the research variables

Category of managerial communication	Dimension of communication	Related variable
Information sharing practice	Downward job and operational information	Organizational identification (positively related)
		Active listening (negatively related)
	Downward personal and strategic information	Job satisfaction (negatively related)
Interpersonal interaction skills	Empathetic listening	Trust in supervisor (positively related)
	Suppressive behavior	Psychological atmosphere (negatively related)

As Table 3 shows, the overall managerial communication is not significantly related to the other variables chosen for the research. But there is (a) a significant positive relation between emphatic listening and trust in supervisor, and (b) a significant negative relation between active listening and downward job and operational information.

There is also a visible, even though not significant, positive relation between the evaluation of downward job and operational information and organizational identification; and visible, but not significant negative relations between (a) downward personal and strategic information and job satisfaction, (b) suppressive managerial communication and evaluation of workplace atmosphere (Tables 3 and 4).

Relying on the analysis of the intercorrelations, it may be presumed that interpersonal interaction skills are more important factors of good psychological atmosphere, job satisfaction and trust in supervisor than just information sharing practice. Thus, the results of our empirical research are consistent with the Managerial Communication Climate (MCC) Model (Robertson, 2005).

It is interesting but not strange, on the whole, that downward job and operational informing had significant negative correlation with active listening. This indicates that some information sharing practices may be even contradictory to key interpersonal interaction skills.

Further, as Table 3 shows, psychological atmosphere was significantly positively related to organizational identification and to job satisfaction. This coincides with numerous research results showing that psychological atmosphere, or climate, is important factor influencing organiza-

tional identification, job satisfaction and job involvement (James et al., 1990; Biswas, 2010; etc.) The research highlighted that media most commonly used in managerial communication were telephone calls and e-mail. But, as Figure 1 shows, face to face communication was much more expected by the employees. They evaluated e-mail as the least preference. The tendency is more intense in small towns in comparison with large. This coincides with the findings by Byrne and LeMay (2006): employees prefer *rich media*, which convey great amounts of information; and with opinion by Reece and Brandt (2008, p. 43) that brief phone calls are often more effective than e-mail for they allow immediate feedback.

There are certain typical limitations to this study. The data were obtained in one particular organization, and could be influenced by its specificity. Another reservation may concern the questionnaire; the scales may consist of more items in future research. Also, there is always some uncertainty whether the participants felt safe and anonymous during the research, and if their self-reports are not distorted by some uncontrolled variables. However, the regular procedures were held to avoid possible inaccuracies. The future research may be focused on presumptions concerning the two aspects of managerial communication, information sharing practices and interpersonal interaction skills, their relations and possible impact on work outcomes.

Drawing on the literature analysis, two categories of managerial communication may be identified: information sharing practices and interpersonal interaction skills. Both of them were evaluated as average by the employees in the empirical part of the research, as well as overall managerial communication (the mean score 2.6), and, thus, may be improved.

Organizational identification and job satisfaction were found to be close to average. Trust in the supervisor was a bit lower than the average and satisfaction in the workplace atmosphere was slightly higher than the average.

The intercorrelational analysis revealed a significant positive relation between emphatic listening and trust in the supervisor and a significant negative relation between active listening and downward job and operational information (both at the .01 level).

Relying on the intercorrelations analysis, one may presume that interpersonal interaction skills are more important factors of a good psychological atmosphere, job satisfaction and trust in the supervisor than information sharing practice. Also, some information sharing practices may be contradictory to key interpersonal interaction skills. This may be the focus of further research.

The research highlighted that media most commonly used in managerial communication were e-mail and telephone calls. But the employees indicated e-mail as their least preference. They would prefer more face to face communication, categorized as rich medium conveying heterogeneous information.

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## Limitations and future directions

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## Conclusions

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### **Junona Almonaitienė, Deividas Žukauskas. Vadovų komunikacija ir susiję kintamieji: mažmeninės maisto prekybos tinklo atvejais**

Vertikali vidinė komunikacija organizacijoje – plačiai nagrinėjama, tačiau mokslinio ir praktinio aktualumo neprarandanti problema. Daugelis tyrimų parodė, kad efektyvi vidinė organizacijos komunikacija yra susijusi su jos veiklos rezultatais (pvz., Snyder ir Morris (1984) tyrimo metu išryškėjo, kad susijusi su darbuotojo atliekamų operacijų savikaina, aptarnaujamų klientų skaičiumi), pasitenkinimu darbu, tarpusavio santykiais ir kt. (Byrne ir LeMay, 2006). Tačiau tokių tyrimų rezultatai ypač priklauso nuo konkretaus konteksto – organizacijos specifikos, besikeičiančios situacijos darbo rinkoje ir dar platesnės socialinės-kultūrinės aplinkos. Todėl, kaip pažymi Marques (2010) ir kt., nepaisant jau atliktų tyrimų gausos, juos būtina ir toliau tęsti, o gaunamus duomenis sisteminti. Šiame straipsnyje pristatomas vadovo komunikacijos tyrimas Lietuvos mažmeninės maisto prekybos tinklo atveju. Straipsnyje siekiama: pirma, remiantis moksline literatūra, identifikuoti svarbiausius tokio tipo įmonių žemesniosios grandies vadovų komunikacijos aspektus; antra, atlikti empirinį vadovų komunikacijos ir galimai su ja susijusių kintamųjų tyrimą.

Siekiant didinti vidinės organizacijos komunikacijos efektyvumą, ieškoma pagrindinių jo kriterijų. Zaremba (2006) įvardija tokius organizacijos vidinės komunikacijos efektyvumo kriterijus: savalaikiškumas, tikslumas, aiškumas, pritaikomumas, patikimumas. Marques (2010) juo papildė šiais: atsakingumas, profesionalumas, glaustumas, sąžiningumas.

Viena iš vertikalios vidinės organizacijos komunikacijos rūšių yra vadovo komunikacija. Kaip teigia Henderson (1986, p. 219), vadovo komunikacija – tai jo tarpasmeninės sąveikos darbo aplinkoje. Vadovo komunikacijos reikšmė šiuolaikinėse organizacijose pastaruoju metu vis didėja, nes didėja komandinio darbo svarba bei vis labiau pastebima organizacijų „plokštėjimo“ tendencija.

Robertson (2005) pateikia savo praktinės veiklos refleksija pagrįstą vadovo komunikacijos mažmeninėje paslaugų įmonėje modelį, kuriame skiria dvi jos sudedamąsias: informacijos perdavimo praktiką ir tarpasmeninio bendravimo įgūdžius. Sėkmingo informacijos perdavimo kriterijus, o tuo pačiu – rezultatas, yra jos prieinamumas, atvirumas, o tinkami bendravimo įgūdžiai (pvz., aktyvus klausymasis, emocijų atskleidimas, atgalinio ryšio teikimas) sukuria palaikantį psichologinį klimatą. Pastaruoju požiūriu daugiausia buvo grindžiamas straipsnyje pristatomas empirinis tyrimas.

Tyrimui naudotas klausimynas iš 65 teiginių, kurie vertinti naudojant Likerto skalę. Jie suskirstyti į 13 grupių po 5 teiginius. Iš šių teiginių 35 buvo skirti vadovų komunikacijai vertinti. Ši klausimyno dalis buvo originali, sudaryta atsižvelgiant į mokslinės literatūros analizės duomenis. 15 teiginių (1-3 blokai) skirtos vadovų taikomai informacijos perdavimo praktikai, 20 teiginių (4-7 blokai) – jų tarpasmeninio bendravimo įgūdžiams įvertinti. Dar du originalūs 5 teiginių blokai sudaryti pasitenkinimui darbu ir psichologinei atmosferai darbo vietoje nustatyti. Du blokai skirti pasitikėjimo vadovu (kognityvinio ir emocinio) vertinimui; naudota Yang ir Mossholder (2010) atitinkamo klausimyno dalis. Taip pat du blokai matavo tapatinimąsi su organizacija (Ellemers, Kortekaas ir Ouwerkerk (1999) klausimynas, adaptuotas Almonaitienės (2007)).

Tyrimo dalyvavo maisto prekybos tinklo parduotuvių pardavėjos ir vedėjos, iš viso 42 moterys (vyrų, dirbančių šiose pareigose, įmonėje nebuvo). Jos anonimiškai raštu užpildė klausimynus apie bendravimą su savo tiesioginiais vadovais iš centrinės administracijos padalinio.

## Santrauka

Tyrimo duomenys analizuoti taikant aprašomosios ir inferentinės statistikos procedūras. Kintamųjų tarpusavio priklausomybei įvertinti naudotas Spirmeno ranginės koreliacijos koeficientas.

Bendras vadovų komunikacijos vertinimas yra artimas Likerto penkiabalės skalės vidurkiui (2.6 balo). Atskirų komunikacijos aspektų vertinimo vidurkiai svyravo tarp 2.21 (atgalinio ryšio teikimas pavaldiniams) ir 3.36 (informacijos apie darbo procesus teikimas vadovams, „aukštyn“). Iš kitų vertintų kintamųjų aukščiausias – psichologinės atmosferos darbe vidurkis (3.12), o žemiausias – pasitikėjimo vadovu vidurkis (2.17).

Koreliacinės analizės rezultatai parodė, kad pasitikėjimas vadovu statistiškai reikšmingai (0.01 lygmeniu) pozityviai siejasi su vadovo empatiško klausymosi vertinimu. Tuo tarpu vadovo aktyvaus klausymosi vertinimas statistiškai reikšmingai negatyviai (0.01 lygmeniu) siejasi su užduočių ir informacijos apie darbą perdavimo „žemyn“ vertinimu. Interpretuojant pastarąjį teiginį, galima sakyti, kad vadovai, efektyviai „žemyn“ perduodami informaciją apie darbo užduotis, nepakankamai dėmesio skiria aktyviam klausymuisi.

Šie rezultatai, taip pat kai kurių statistinio reikšmingumo lygmens nepasiekusių sąsajų analizė leidžia daryti prielaidą, kad vadovo tarpasmeninio bendravimo įgūdžiai turi stipresnį teigiamą ryšį su požiūriu į vadovą, darbą ir organizaciją, negu tinkama informacijos perdavimo praktika. Rezultatai taip pat rodo, kad tarp šių dviejų komunikacijos aspektų galimi nevienareikšmiai ryšiai, kuriuos ateityje tikslinga išsamiau tyrinėti.

Šio tyrimo duomenimis bendras vadovo komunikacijos vertinimas neturėjo statistiškai reikšmingo ryšio su kitais pasirinktais tirti kintamaisiais. Tarp pastarųjų – psichologinės atmosferos darbe vertinimas statistiškai reikšmingai siejosi su pasitenkinimu darbu ir tapatinimusi su organizacija (0.01 lygmeniu).

Tyrimas taip pat atskleidė, kad vadovai bendravimui su tiesioginiais pavaldiniais dažniausiai naudoja elektroninį paštą, tačiau ši komunikacijos priemonė pavaldinių vertinama nepalankiai. Pavaldiniai labiausiai pageidautų tiesioginio bendravimo („akis į akį“) arba pokalbių telefonu. Tai sutampa su Reece ir Brandt (2008) nuomone, Byrne ir LeMay (2006) tyrimo duomenimis bei išvadamis: vertikalioje organizacijos komunikacijoje elektroninis paštas daugeliu atvejų galėtų būti pakeičiamas kitomis medijomis, leidžiančiomis perteikti daugiau prasmės niuansų ir gauti efektyvesnį atgalinį ryšį.

**REIKŠMINIAI ŽODŽIAI:** komunikacija organizacijoje, vadovo bendravimas, žmonių santykiai, mažmeninės prekybos tinklas, komunikacijos medijos.

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