

## **The Effect of Communication between Superior and Subordinate**

Kartini Mat Rashid

Universiti Teknologi MARA (UiTMT), Faculty of Business Management,  
23000 Dungun Terengganu Malaysia

Tel: +6013 923 2629 Fax: +609 840 3777 Email: [kartini008@tganu.uitm.edu.my](mailto:kartini008@tganu.uitm.edu.my)

Asri Salleh

Universiti Teknologi MARA (UiTMT), Faculty of Administrative Science & Policy Studies,  
23000 Dungun Terengganu Malaysia

Tel: +6016 337 0740 Fax: +609 840 3777 Email: [asris897@tganu.uitm.edu.my](mailto:asris897@tganu.uitm.edu.my)

Adlan Ahmad Bakri

Universiti Teknologi MARA (UiTMT), Faculty of Business Management,  
23000 Dungun Terengganu Malaysia

Tel: 013 349 8284 Email: [adlan806@tganu.uitm.edu.my](mailto:adlan806@tganu.uitm.edu.my)

### **Abstract**

Communication refers to two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning. Communication is better when both parties understand the messages and skills in communication important to create effective communication between both parties like listening, observing, speaking, questioning, analysing, and evaluating skill. The objectives of this study were to identify the effect of communication between superior and subordinate. The data were collected using questionnaires and interviews. Descriptive statistic procedures were employed to describe the level of communication. The correlation between the independent variables and dependent variables were tested at 0.05 significant level using Pearson Correlations. The finding of this study indicated that the level of communication for both bottom up and top down communication were moderate because sometimes communication could either turn to be both effective and ineffective.

**Keyword: Effect of Communication, Superior and Subordinate, Organizational Decision Making.**

### **1.0 Introduction**

Human resource managers are increasingly aware of the crucial role they have to play to assist the organizations to have smooth operation based on good communication with others. According to Fisher (1990), human resource managers are involved in communication with their employees in getting or changing information for the purpose of achieving organizational goals. Communication are important to control member behavior in several ways, to motivate employees what is to be done, how well they are doing, and what can be done to improve performance (Johnson et al 1991). Communication therefore serves to release for the emotional expression or feeling and for fulfillment of social needs. According to Gary (1990), communication provides the information that the individuals and groups need to make decision by transmitting the data to identify and evaluate alternatives choices. Message is effective when clearly understood by the receivers and also the receivers should be able to supply some feedback. Two-way communication happens after receiver giving the feedback.

Otherwise, communication is the key elements to generate the functions of organization because individuals spend nearly 70 percent of their waking hours communicating (Erickson et al, 2011). Communication is the transfer and understanding of meaning among its members. It is only through transmitting meaning from the one person to another that information and ideas can be conveyed (A. Kamil, 1998).

Communication is important in problem solving since it describes a problem solver's heightened communicative activeness in information taking, selecting, and giving as one engages in problem solving (Dodge et al, 2010). Communication is also used to gather information to generate new idea, knowledge and skills. According to Charles (Charles et al, 1994), persons are capable of acquiring information necessary for generating new knowledge, correcting faulty knowledge and remediating skill deficits.

For Garvin (Garvin et al, 2001), managers need to build good relationship with their employees and respect their opinions or ideas because employees need appreciations to produce a good job in organization. The effectiveness of communication can be developed from good relationships between managers and employees. It is important to achieve organization goals with effectiveness.

The objectives of this study were to identify the level of communication among superior and subordinate and decision making by the superior.

## **2.0 Methodology**

Communication is important to generate the function of organization because without communication any objectives and mission organization cannot be achieved. The objectives of the study were to identify the effect of communication between superior and subordinate towards decision making. A total of 52 (74.3%) employees from Bachok Land Office were selected as sample for this study. The data were collected using questionnaires and interviews. Questionnaires contained four parts; (a) Information about respondents' backgrounds, (b) Respondents' perception about communication, (c) Decision Making and (d) Interpersonal Relationship. All data were analyzed using SPSS (*Statistical Package for Social Science*) program. Descriptive statistic procedures were employed to describe the level of communication and decision making. The correlation between the independent variables and dependent variables were tested at 0.05 significant level using Pearson Correlations.

Descriptive statistic procedures were used to describe the employees demography, perception of employees towards the communication and decision making process. Marina (2001) highlights the three levels of communication and decision making which are; higher level (3.67 – 5.00), moderate level (2.34 – 3.66), and lower level (1.00 – 2.33). The Pearson Correlation was used in this study to determine the positive (+), or negative (-) relationship between communication and decision making. There were three assumptions of Pearson Correlation; lower (0 – 0.40), moderate (0.41 – 0.71) and higher (0.72 – 100).

## **3.0 Results and Discussion**

The results showed that the majority (72.7%) of the employees was Malay male (97.7%). 43.2% of the employees had STPM qualification and 4.5% had diploma. Most of the employees aged from 36 and above while 88.6% of them were married.

Communication can be divided into two levels; bottom up (Subordinates to superior) and top down (superior to subordinates). The result of the study showed that 88.6% top down communication was moderate and 86.4% bottom up communication was moderate. Both of the communication from bottom up and top down were moderate because sometimes they communicated between each other and sometimes they did not communicate with each other especially if the information was just important for top management only (superior).

#### **4.0 Conclusion**

Communication takes place when one person transmits ideas or feelings to another person or a group of people. Effective communication occurs when there is two-way interaction between two parties to transmit the information and mutual understanding between themselves. The interchange of information from one party to another is best communicated when a discussion is available so the receiver can ask questions and receive answers to clarify the message.

Effective communication is a prerequisite for implementing organizational strategies as well as for managing day to day activities through people. Managers spend more time in communicating to exchanging information. The research highlights the important of communication between superior and subordinate. Superior and subordinates plays the important roles in organization to improve the level of communication with effectiveness to achieve goals.

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