KAUNAS UNIVERSITY OF TECHNOLOGY
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EFFECTIVE LISTENING AS A MEANS TO ACHIEVE EMPLOYEE JOB SATISFACTION:
THE CASE OF OLAM NIGERIA LTD

MASTER'S THESIS

Supervisor: Lecturer, Aukse Blazenaite

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STRATEGIC LEADERSHIP

MASTER'S THESIS

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DECLARATION OF ACADEMIC INTEGRITY

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I, **Osagie Gregory Eromosele**, hereby confirm that Master's Thesis entitled EFFECTIVE LISTENING AS A MEANS TO ACHIEVE EMPLOYEE JOB SATISFACTION: THE CASE OF OLAM NIGERIA LTD is solely my own work and all the data and research findings presented are true and obtained fairly. None of the thesis parts contain plagiarized material from printed or Internet sources, all direct or indirect quotes of other sources are fully and properly acknowledged. I have not made illegal payments for this work to anyone.

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SUMMARY

According to theories, communication as a process is considered the core part of any organization and organizations cannot exist or survive without an effective communication structure. Modern day organizations have become much more complex based on the changes caused by technology advancement in communication process and employee job satisfaction is also becoming a growing concern. The internal communication structure of organizations attempts to create the possibility of developing and maintaining relationships in a workplace based on strategies that would help achieve organizational set goals. In an attempt to further understand how the communication process of organization should function effectively and ultimately achieve job satisfaction, this research paper explored the components of listening based on the HURIER model and integrated these listening components with the HERZBERG'S motivation factors to achieve a single instrument to investigate listening as a communication skill at Olam Nigeria Limited to achieve employee job satisfaction. The research outcome shows communication has crucial impacts within employees in the organization. Though listening is proven to be effective at Olam Nigeria Limited, results also suggests the need for further improvement. The research outcome also promotes the understanding of effective listening as a key part of communication process in organization with the greatest ability to influence employee job satisfaction as well as examining what other factors can influence effective listening as the core skill. Evidence presented further asserts that effective listening deserves the recognition to be studied. In addition, the results also support employee job satisfaction on being about effective listening, rather than individual personality or characters.

Key Words: - Listening, Communication, Job Satisfaction, Effective Communication, HURIER model, Herzberg motivational factors

INTRODUCTION

Organizational communication and job satisfaction have always been the organizational concepts of interest to communication scholars. Their interest emerged on the fact that the quality of organizational communication and job satisfaction is aimed at determining the quality of life, effectiveness and eventually the level of job performance (Pettit, Goris & Vaught, 1997). While almost all of the research had its focus on explaining the effects of organizational communication and job satisfaction, only few scholars attempted to look at effective listening as a means to achieving job satisfaction. Recent times, employee job satisfaction is a more growing concern with no defined solution especially with many modern day organizations. Organizations most often result to the internal communication structure of the organization to create the possibility of developing and maintaining relationships in the workplace based on listening to attain organizational goals. Effective listening is theorized to be a complex process with no particular structure base. The need to achieve better understanding of listening in a communication process requires its integration with other communication factors and sometimes investigation from other fields of social science to provide more insight. Most of the research has had its focus on explaining the effects of organizational communication and job satisfaction only in general. In practice, however, organizations often result to the internal communication structure of the organization to create the possibility of developing and maintaining relationships in the workplace based on listening to attain organizational goals. For these reasons the present research research work dwells on listening as a communication skill and relates its effectiveness to employee job satisfaction.

The **problem** that has given grounds to this work may be seen as twofold. First of all, the communication grasp created between employees and employers at organizations, which ultimately causes critical conditions and worse performance leading to job dissatisfaction, has been noted by organizations. Recently, numerous companies around the world experienced workforce loss due to a lack of employee job and leaving, and companies searching for all possible means to find a solution. Secondly, there have been insufficient theoretical investigations to single out major communication factors which correlate with job satisfaction, and only very few scholars attempted to look at effective listening as a means to achieving job satisfaction. As a matter of fact, there have been attempt to conceptualize "communication satisfaction'' or to view job satisfaction as provided by some aspects of interpersonal communication and interaction, such as positive relationship with superiors, feedbacks, etc. However, there have been no comprehensive theoretical method detected in scientific literature which would suggest a solution to companies to retain their employees by using listening as a means to a good fit between employees' need, expectations, and aspirations in work and their actual work experience.

It is inevitable that barriers will occurs in any communication process. Anything that affects concentration, focus and difference in understanding should be recognized and overcome if effective communication is to take place.

Therefore, the **aim** is to suggest further improvement on employee job satisfaction by means of effective listening at Olam Nigeria Limited.

Qualitative and quantitative **methods** of research will be employed to draw data and analyze the results from structured interviews and questionnaires sent to members of the organization of case study.

The **objectives** of this research are;

1. To suggest a theoretical model for employee job satisfaction through effective listening.
2. To carry out empirical research at Olam Nigeria Limited investigating job satisfaction via effective listening
3. On the basis of the research results, provide suggestions for improvement of job satisfaction at Olam Nigeria Limited.

The **theoretical part** of this thesis will provide insights on organizational communication and its process, employee job satisfaction and listening based on theories from previous research outcome.

Practical part will disclose qualitative and quantitative investigation techniques and the case study model for the sake of effective analysis on research outcomes

The **results** successfully provides an instrument for investigation, reveals how listening can be implemented into the communication process in organizations and further provide suggestions on achieving employee job satisfaction via effective listening.

The thesis is structured into 3 parts. The first part consists of the theoretical review of listening, job satisfaction, HURIER model of listening and the relationship between HURIER model and Herzberg motivational factors of job satisfaction. The second part of the thesis involves the research methodology derived on the basis of the HURIER model and Herzberg factors of motivation. It included the basis of quantitative research and the qualitative research. The third part of the thesis involves the analysis of the gathered data with the help of the questionnaire and interview questions. The final part of the thesis is finished with conclusions and recommendations.

1. THEORITICAL CONSIDERATIONS ON EFFECTIVE LISTENING FOR EMPLOYEE JOB SATISFACTION

1.1 Organization communication

Organization communication by its most basic definition is the transfer of information from a sender to a receiver within the context of a workplace (Dwyer, 2005). In an attempt to explore for a much proper approach, Price (1997) defines organizational communication as a process through which information about the workplace and employee's job itself is transmitted by the organization to its employees. The core purpose of organizational communication is to disseminate information to all employees and provide timely, crucial and relevant information in regards to jobs and activities in the workplace (e.g., merger and acquisitions, layoffs, takeover attempts and policies). Communication also has been defined as an active process that can be achieved by individual active interest, encouragement by management, as well as good listening skills (Vogel, 1976).

Though, organizational communication and job satisfaction have always been concepts of interest to communication scholars, their interest were confined to the basis of communication quality, job performance and effectiveness. These variables are considered the determinant to quality of life and employee job satisfaction (Pettit, Goris & Vaught, 1997). In a further attempt to explore the relationship between organizational communication and job satisfaction, it is important to investigate what identifies them. According to J. Gray & Laidlaw (2004) communication as a key aspect of organization is most often conducted by employees to achieve the organization set goal, hence making effective organization communication very important for the overall competence and organization operations.

Organizations with ineffective communication is said to have the problem of communication gap. These gaps sometimes cause critical organization consequences; poor listening skill is often a major factor. Listening being one of the key component in a communication process with a strong influence still has the attention of only few communication scholars who have explored its relevance to communication and job satisfaction in a whole context making it difficult to find or develop further theoretical research. Pettit et al., (1997) theoretically agree that higher links of communication with satisfaction should lead to increase in employee's job satisfaction. As organizations gets more complex in structures and functions, it also becomes important to re-evaluate the way organizational communication occurs to ensure they function effectively.

Generally speaking communication occur in both formal and informal process in the organization. The formal communication type is administered in accordance with a structure already present in the organization, while the informal communication is geared towards a free flow process and practiced through a non-official channel based on social relationships (Postmes, 2003). These processes will be further explored in details in the next section of this research. Furthermore, the communication process of organization communication is built on an internal structure; the internal structure is aimed at leading to higher job satisfaction that can also result in a competitive advantage for the organization. Ray (1993) concluded that poor organizational communication has its potential to increase employee burnout, individual stress, and doubts in oneself or relationships within the organization, which ultimately leads to dissatisfaction among employees.

An in-depth investigation on organization communication is important to this research taking into consideration today's complex business environment with changes in communication process as a result of advancements in technology. The barriers associated with communication will be also investigated to provide a better understanding on how an effective communication process in organization should work. In addition, the next part of this thesis will further explore the types of organizational communication importance of the internal communication structure and its effect on listening as a core skill in the workplace.

Types of organizational communication

Information sharing plays a huge role in organization success. The flow of communication is generally guided by the structure of organizational hierarchy. Employees are more affected with communication structure especially when they have to obey instructions from higher employees and superiors. Anderson & Martin (1995) maintains that even though internal communications provide individuals with the relevant information regarding designated job and task in the organization, there is always a constant desire for more information to be disseminated. The process of sending and receiving information is a rather complex process as various interpretations is given to the same message based on individual ability to decode and give proper feedback, which is what makes a complete, and effective communication process.

Litterst & Eyo (1982) evaluated communication means of sharing information based on the expectations of the communicator. It is important for organizations to understand what appropriate structure is best for transferring information as the difference in information is directed to achieve different objectives. Traditionally, organizational communication structure is narrowed down into two

parts i.e. formal and informal communication.

Formal communication

Every organization maintains a formal communication. The structure of a formal communication is to provide basic information to individuals in relations their jobs (Abdollahi et al., 1982). In recent times with advancement in technology and the dynamic business environment, there is a recorded decline in face-to-face communication within the organization and this is considered a major communication barrier. Effective listening is affected the most in a formal communication process. A communication gap in this structure i.e. incomplete message from lack of feedback, delay in messages, distortions eventually causes job dissatisfaction.

Modern day technology have made access to information and communication faster than necessarily demanded, communication is less static and more dynamic due to various communication channels accessible. Argenti (2006) & Blundel (2004) maintains that face-to-face communication with the current technology trend might appears less important in today´s high-tech world, the opposite is true. In addition, Adler & Elmhorst (1996) agrees that face-to-face communication still has potential advantages with emphasis on its speed, contact and instant feedback. The sender in this type of communication controls information, which is crucial for effective listening. The advantage of time management allows a sender filter its information using intuition before sending.

Listening again is presumed to be more effective in a formal communication process. Effective listening is mostly achieved when a relationship based communication process occurs. Face-to-face communication channel develops and fosters personal relationships among people within the organization and creates that sense of belonging. Formal communication is necessary for the development of effective listening, it fosters social interactions with other employees that allows for a good atmosphere and easy communication flow. Though technology is still a threat, electronic or written communication channel takes longer to compose and deliver due to glitches in transportation with the case of written letters or technical breakdown.

Informal Communication

Informal communication allows employees freedom of expression to communicate their feelings, create better relationships and find solutions to organization problems. Subramanian (2006), characterized informal communication in the form of simple things like glances, smile or signals between employees in the organization. Downs & Adrian (2004) & J.D., & Johnson et al (1994) asserts that this type of communication is inevitable among employees in an organization.

Relationship between employer and employees is more based on informal communication; moreover, it is a natural consequence and cannot be controlled. Despite the benefits in this type of communication, it does come with its own disadvantages. Most managers will agree that informal type of communication is not an effective channel for communication. Furthermore, this communication type allows the free flow of rumors and a major carrier of false information. Nevertheless, informal communication is still relevant for employees to close the communication gaps created from official words. However, there should be a limit to this type of communication in order to reduce the dissemination of false information and rumors within the organization. Argenti, (2009), Bowditch & Buone (2005) suggests that informal communication can only be effective only when trust, commitment and engagement is practiced in its strongest form between managers and the employees at lower levels in the organization.

An organization structure based on informal communication cannot be trusted. In the aspect of listening, this communication type would prove ineffective despite the lack of hierarchy in its structure. The free flow of communication will allow individual give little or no attention to information, the advantage of quick feedback from information not processed with "filter", might lead to low results in goal achievement thereby making effective listening even a more complex process. This communication type will only function effectively when the right balance between formal and informal communication is established. Communication is further integrated at various levels in the organization between employer and employees through three types of formal communication.

Downward communication

Information flow is processed from employees at higher levels to those at the lower levels based on the organization's hierarchy (Adler & Elmhorst, 1996; Koontz & O'Donnell, 1986). The importance of this level of communication to organizations is, it allows top managers utilize their authority and exercise organizational powers, this could be in form passing orders, instructions and organizational policies

mainly directed at lower level employees. Tasks like job instructions, providing information and feedback to subordinates fall under this kind of communication. In a downward communication process, effectiveness of information is dependent on how higher level employees share information.

Furthermore, this communication type is known to provide organizational discipline since it is channeled along the hierarchical structure, Employees compliance is inevitable and they are easier to maintain. In addition, this communication process allows efficiency, effective communication of organizational goals, activities are coordinated and delegation is much easier for all organization activities and feedback flow from higher employees or team managers. (study.com).

Based on information gathered from theoretical materials investigated, there is no communication process without barriers. Few examples of the barriers in downward communication are briefly explained to show more clarification.

One of the main barriers is distortion; communication process encounters lots of interference as it passes through multiple levels of the organization. Because of the hierarchical structure, another barrier to downward communication is its slow feedback response rate. This leads to difficulties in solving problems most importantly in a modern business environment. Lastly, low motivation, interpretative problems and lower morals are also emphasized as barriers in this communication type because of slow feedback (Study.com). Listening in this level of communication is more effective on the part of employees since information sharing is based on supervision and instructions from superiors. The drawbacks for effective listening in this level of communication is the one-sided flow of information on the basis of authority, slow feedback and interference as it goes through various hierarchy.

Upward communication

Communication process flows from lower level employees to higher-level employees and continues up to the organizational hierarchy (Koontz & O'Donnell, 1986). Furthermore, this communication level involves a lot of reactions, grievances, suggestions and personal opinion on the part of lower position employees. Information conveyed is in content of what subordinates are doing, organization problems and possible suggestions for improvements. Examples of upward type of communication are proposals, organizational reports and statements.

Some of the aims of upward communication;

- To condense information as it passes through the hierarchy levels of communication.

- Provide feedback on the extent of effectiveness of downward communication to further improve communication effectiveness.

- Also aims at providing management with viewpoints, attitudes, reactions, and morale on the part of the lower level employees.

- It's a means of control, provides information and date for decisions.

Furthermore, upward communication is divided into four categories based on feedbacks from employees on their opinion.

- Problems with fellow employee

- Policies and practices in organization.

- Personal performance and problems

- Organization need and suggestions.

Just like downward communication, this communication level also comes with similar disadvantage. Distortion is a major barrier as a result of the communication structure of superior-subordinate relationship, Information flowing from various media e.g. suggestion boxes, personal contacts, attitude and morale surveys, grievance procedure, private lines. This provides easy access for employees to transmit false information to impress higher-level managers or superiors. An employee is not likely to also provide any information that will adversely affect him. The issue of personal interest is also a concern in this communication type.

This level of communication makes it difficult and complex to achieve effective listening. Effective listening is also less achieved between managers and employees as the presence of hierarchy allows less attention from superiors to lower level employees, inability for proper filter of information, lack of feedback for developing new approach to handling organization problems. Effective listening in this level can only be effective based on trust and the level of relationship established within the organization.

Horizontal formal communication

Organization will be incomplete without the structure of horizontal communication. This communication level allows the unification of the different organizational level. Information transfer occurs among employees with equal power (Adler & Elmhorst, 1996). Messages like task coordination,

problem solving, sharing information, conflict resolution and building relationships fall under this level of communication. This type of communication process adequately meets and provide the information required and also needed for individuals to enable free work flow with their own peers, develop social satisfaction without having to deal with other levels in the organization.

Furthermore, research shows that communicating with colleagues in the same group can be conducive to cohesion (Levine & Moreland, 1990). It has also recently been established that the more positively employees explore their communication environment at work-group level, the more strongly they create and identify within the work group (Bartels et al., 2007). Wallace (1995) explains the support of colleagues is an important antecedent of professional commitment. These findings suggest that horizontal communication has its positive influence on professional identification among employees. Horizontal communication builds and maintains informal relationship pattern and this allows free flow of message within organizational departments. Since information is shared among employees of the same level, co-ordination of achievements is developed. Taking into consideration the structure of this communication type, a higher percentage of good decision making and understanding among employees is expected. However, there is a hindrance to bureaucracy due to the lack of hierarchical structure. It allows dynamism at work, encourages stronger relationship and eliminates distortion in messages. (the business communication).

Effective listening is still best achieved in this level of communication. With information flow processed among employees with the same organization status, the relationship developed will further foster the purpose of effective listening, however it comes with its own disadvantage. As previously investigated from other communication type, horizontal level of communication deals with the problem of information overload. Information in this type is less filtered. Horizontal communication is not effective when dealing with procedural problems in the organization. There is also the problem of rivalry, lack of motivation and low productivity due to lack of hierarchical structure (the business communication).

The investigation gathered in this part of the thesis is important to further explore on how communication flow is carried out in the case study organization, what structure affects its process and what type of communication will make effective listening achievable.

Communication barriers

Despite communication being a core part of organizations, there is no perfect communication this is almost or completely inevitable. Preventing communication barrier is necessary for better understanding and creating a clearer field of experience between the sender and intended receiver. Communication barrier often occur when there is a gap and breakdown in the information conveyed, when then the information is not understood, or complete and concise. A breakdown in communication causes effect in the communication satisfaction levels drop among employees (Ramirez, 2012).

In preceding chapters it is identified that organizations cannot not function effectively if miscommunication and improper communication is constant among its members (Kumar & Kumar, 1992). Baker (2002) focuses on the problem of communication overload in organizations. Communication being the core element and the most important for the organization is often believed to be more effective when used often. It is necessary that more emphasis be directed towards better quality of communication practices rather than the quantity of communication itself. More communication activities do not relate it to being more effective (Conrad, 1994; Richmond & McCroskey, 1992). Furthermore, communication in excess can hinder the proper functioning of the organization and its structure in general.

According to Steingrimsdottir (2011) despite the negative effect of information overload, employees are quick to indicate concern in the area of the amount of information conveyed and received from their superiors and managers, hence the need of employees to receive more information from the top management and get opportunity to be involved in the decision-making process.

Based on theories, investigation from this research portrays communication to have diverse barriers and most often occur between individuals and within teams in organization. Overcoming communication barriers can be challenging, taking into consideration that the whole communication process has become more complex with modern day technology. It is even more important that managers and employees become aware of what their organization communication obstacles are. Few of the most common organization communication barriers include physical, language, cultural, emotional, and personality barriers.

Types of communication barriers

Physical barriers:

The physical structure of organizations like walls, doors, offices and cubicles are considered physical barriers. These are necessary structure for an organization, however they also hinder and separate members of the organization from one another and potentially cause a limit to open communication. Managers are responsible to create an open space that is both inviting and easily accessible to all communication participants. This will encourage employee and manager collaboration (Feigenbaum, 2012). The open space is also important for effective listening where information other than work instruction is shared.

Language barriers:

Global integration in modern time has become an all-time high. Organizations must be aware of the various languages among employers and employees in the workplace. The creation of communication materials and strategy in multiple languages will ensure that all employees are included in the communication process, aid easy understanding and make effective listening achievable (Feigenbaum, 2012).

Cultural barriers:

An employee reaction to organization communication also depends on cultural barriers. Employee's cultural background, socioeconomic status, ethnicity and gender exchange is integrated heavily on these traits. In addition, stereotypes about other cultures also have an influence in communication (Baldwin, 2012). Effective listening as a skill based on intuition creates awareness and sensitivity to various cultural backgrounds of employees. It allows managers to develop a sense of understanding and acceptance in the workplace.

Emotional barriers:

Communication in organization is influenced by emotions. Anger, excitement and reluctances are examples to name a few emotions barriers. Employees and managers emotion can prevent information sharing and expression of opinion. Effective listening is also affected when anger mixed emotion is used in disseminating information. It is important that managers "implements a softer touch and create an environment comfortable enough to help employees get past individual emotional barriers and become more active communicators" (Feigenbaum, 2012).

Personality barriers:

An individual personality trait has a huge influence on employees and managers relationship in the organization. Personality also influences organization communication in the aspect of processing new information. Based on theories individuals view information from different perspective and understand differently. The ability to maintain attention, listen effectively and provide honest criticism to an important topic is driven by individual personality. This personality is also often reflected among co-workers who share difference in opinion as a result of individual personality eventually making organization goals as a team difficult to achieve. It is important that managers listen effectively to employees and allow them maintain self value while building a constructive communication environment in the organization (Baldwin, 2012).

To draw conclusions on the three levels of communication, research further reveals all levels are equally important within every organization for effective internal communication on which the organization communication structure is based. Downward formal communication is vital in order for managers to give instructions and provide information to subordinates. However, downward formal communication is essential in every organization yet downward formal communication alone will not lead to effective communication.

It is necessary for managers to receive feedback from their subordinates to ensure clear understanding of the instructions or information provided. Furthermore, creating an atmosphere of trust, participation and respect cannot be achieved with downward formal communication only. This is supported by Dunmore (2002) who claims "people must ask questions and expect to be answered". To suggest improvements or come up with new ideas is an important part of employee self-confidence, commitment and participation. In order for employees to feel that they are a part of the organization and that they really matter, upward formal communication is very important.

1.2 Internal communication structure

Communication process must occur through a channel that includes information and feedback. The process is bi-directional and has effects (Krone, Jablin, & Putnam, 1987). Internal communication is the structure for organization communication serving as the social glue that ties employer, employees and co-worker within the organization together (Roberts & Euske, 1987).

The importance of internal communication is not only considered important in relation to individual job, social interaction is inevitable in organization making effective listening a vital process in the communication structure. Employee engagement uses the internal structure of the organization for development amongst Individuals and teams. It creates a sense of belonging in the organization and only effective internal communication can help achieve this purpose. Though a fundamental to organizations and its communication structure, that does not exempt it from having its barriers. Quirke (2008) explains the internal communication process within the organization as an ongoing process that is a never-ending cycle and the goal is always to share in the thinking rather than announcing conclusions.

1.3 Organizational culture

The understanding of how the communication process of an organization works being investigated from preceding parts of this research eventually narrow its way down to the organization culture being practiced. Organization culture is just as complex as the communication process itself and there remain various competing and contrasting views on the topic of organizational culture (Martin, 2002). Like effective listening, it also does not have a unified or generally accepted definition. The definition of "organization culture" still evades literature. Furthermore, organization culture has been studied from various perspectives ranging from disciplines such as anthropology and sociology, applied disciplines of organizational behavior, management science and organizational commitment resulting to as much as 164 different definitions mostly from other fields of social science.

The following definitions are taken from the applied science discipline in an attempt to find the relationship between organization communication and organization culture for the purpose of this research.

Schein (1999) describes organization culture as a pattern of shared basic knowledge based on assumptions as it solves problems of external adaptation and internal integration. This knowledge acquired would have worked well enough to be considered valid and therefore taught to new members as the right way to perceive, think and feel in relation to those problems. This is more related to organization with various departments and large number of employees.

The basic knowledge acquired among members of organization can be transferred and constantly implemented. Effectively listening can be implemented as a skill to be taught to new and existing members of an organization.

Mullins (1999) in his opinion considers organization culture as the collection of traditions, Values, personal beliefs, policies and attitudes that create a pervasive context for everything an individual does and thinks in an organization.

Aswathappa (2003) defines culture as a complex whole that includes knowledge, belief, art, morals, law, custom and other capabilities and habits acquired by individuals in a society. In addition, Collins & Porras (2000) ascertain organizational culture to a system of shared meaning conceived by members of an organization that distinguish one organization from the other. These shared meanings are key characteristics that the organization values and the essence of an organization culture can be captured in seven primary characteristics.

These characteristics are:

- Attention to detail- the level to which employees are expected display their precision in analysis and attention to details in the organization.
- People orientation - Management decisions and actions taking into consideration on the effect of outcomes on others within the organization.
- Team orientation - The organization of work activities around teams rather than individuals.
- Aggressiveness - The extent to which individuals are aggressive and competitive in nature rather than easygoing
- Stability - Level of organizational activities with emphasis on maintaining the status quo in contrast to growth.
- Outcome orientation - Management focus on organization results or outcomes rather than on the techniques and processes used to achieve those outcomes.
- Innovation and risk –taking - The degree to employee's motivation and encouragement to be innovative risk takers in the organization.

Each of these characteristics exists in a cycle from low to high. Appraising the organization on these seven characteristics gives a combined picture of the organization and organization culture.

Importance of organizational culture

Mullins (1999) affirms culture to account for variations among organizations and managers. In addition, culture further helps to explain why various groups perceive things in their own way and behave differently from others. Culture in organization can help reduce complexity and uncertainty. It helps provides consistency in outlook, values and makes possible the process of decision making also for co-ordination and organization control. Mullins (1990) also asserts organization culture not to be accidental especially cultural strength. There is a relationship between an organizations culture and organization performance.

Saiyadin (2003) describes the importance of organization culture with the performance of the following functions:-

- Culture promotes a code of conduct - When culture is strong in an organization it definitely aids in communicating the accepted mode of behavior. Furthermore, members are conscious of their behaviors and are also aware of what is expected. In addition, the presence of a strong organization culture would be evident when members share a set of beliefs, values, and assumptions that would influence their behavior in an invisible way. Where culture is fully grasped by members of organization, they continuously indulge in a typical behavior and even become spontaneous at it. Promoting organization culture can help foster relationship and achieve organization goals.

- Culture facilitates induction and socialization - Induction in organization is a process by which new entrants to an organization are introduced by socializing and integrated into the expectations of the organization; its cultural norms and undefined conduct. The new entrants are inculcated with the culture of the organization, which may involve changing their attitudes and beliefs in order to achieve an internalized commitment to the organization.

- Culture supplements rational management - The creation of organization work culture is a time-consuming process. Therefore, it is difficult for organization culture to suddenly change the behavior of its members. Organization culture is designed to communicate to people through symbols, values, and physical settings language and thereby supplements the regular management tools such as technology and structure.

- Sub-cultures contribute to organizational diversity - Organization sub-cultures and sub-systems of values and assumptions, which may be based on various departments, activity centers or geographical locations further provide meaning to the interests of localized, specific groups of people within the macro organization. Sub-cultures also have an effect on the organization in various ways:

(i)   Maintain and strengthen the existing organization culture
(ii)   Promote something very different from those existing
(iii)   They also promote a totally opposite sub-culture (beliefs and values) or counter culture when presented with a difficult situation.

Organizational culture is more important to modern day organization. Increased competition, globalization, mergers, acquisitions, alliances and different workforce developments have created a greater need for organizational culture. For further research in this thesis, organization culture will be necessary for the empirical research of the organization of case study and how it is being practiced among its members. Furthermore, the next part of this research will also try to explore listening and its components using HURIER model as a guide to understand how it can be well implemented into the communication process of organization.

Listening as organization culture among co-workers in organization

Gopal (2009) explains speaking and listening as the communication skills mostly used in organizations. Given a choice, more people would much rather talk to each other than write in organizations. Talking as a process of communication takes much less time and does not involve composing, editing, typing, retyping, duplicating and distributing information as you would have expressing yourself in a written form or text. If the intended receiver doesn't like the source or harbors any prejudice, a receiver reserves the right not to listen to the information being conveyed by a sender. It is advisable that employees constantly maintain a friendly, pleasant relationship with other employees. Employees must also ensure a harmonious environment where listening becomes a culture even if there is a difference in opinion. According to Corrado et al., (1994) the idea behind having more people work on a problem is for the better chance to produce the desired result for achieving the organization's set goal.

Communication becomes the glue that bonds people working together toward this organization common goal.

The rush to install quality programs, empower employees to take important decisions, solve organizational problems at the lowest level among themselves and re-engineer the organization will only become successful if it is based on a deliberate increase in active communication at all levels in the organization. Interactions and communication among employees are a central part of the organizations goals and mission's achievement processes that affect performance. Overall, research concludes that communication satisfaction plays an important role in workplace friendships, work experiences, and overall job effectiveness (Madlock & Booth-Butterfield, 2008). According to Fu, Yao-Yi, Mount & Daniel J, (2002) co-working communication relates to satisfaction with horizontal and informal communication relationships in the organization.

This factor is also concerned with the extent to which horizontal and informal communication is accurate and free flowing. Downs & Hazen 1977; & Downs et al (1988) discovered that there are three factors that have stronger impacts on job satisfaction: Personal Feedback, Supervisory Communication and Communication Climate. In (Mount & Back's, 1999) study the three factors that were most strongly correlated with job satisfaction for workers in the lodging industry were: Downward Communication, Communication Climate, and Vertical Communication.

In Jos Bartels, Oscar Peters, Menno de Jong, Ad Pruyn, & Marjolijn van der Molen (2010) journal, horizontal communication is both task related, informal and occurs among people on the same hierarchical level (Postmes, 2003). Task related communication is the exchange of task information, such as that regarding the fine-tuning of activities. An informal contact includes conversations and information exchange between employees about more confidential matters not particularly vital for task performance (Postmes et al., 2001). Task related horizontal communication among colleagues might well influence their sense of identification in a work group or among colleagues, most discussions relates to the tasks and responsibilities of the department that share common ground with a person's profession. Research further shows that communicating with colleagues in the same group can be conducive to cohesion (Levine & Moreland, 1990).

Also, the more positively employees explore their communication environment at the work-group level, the more strongly they create and identify within the work group (Bartels et al., 2007). Demonstrated by Wallace (1995) the support of colleagues is an important antecedent of professional commitment. For co-workers to be properly supported, a level of horizontal communication between colleagues is necessary. These findings suggest that horizontal communication has a positive influence on

professional identification among employees. Fay, M., & Kline, S. (2012) claims are that not so much is still know about co-worker relationships and their informal communication practices of those who work remotely. The agree that the knowledge about these employees would be valuable, as working remotely has grown, even as teleworkers report isolation, invisibility, and limited identification with their colleagues. Informal communication is a very vital interactional region in which meaningful organizational relationships can be developed and organizational members' needs achieved.

According to Holmes & Marra (2004) In their extensive fieldwork, found that informal workplace talk was used to express friendliness and collegiality, to enact the social norms of the organization and to construct, retain and maintain work relationships.

1.4 The HURIER model of listening

Most modern organization understand the importance of listening but far fewer posses a clear idea what this communication process involves and how to go about implementing it to achieve organizational goals especially in the aspect of job satisfaction. The HURIER model is a six-component framework. This model is the most popular for managers seeking to improve employees' competence and attain job satisfaction. The components associated with listening in the HURIER model is clustered into six distinct but interrelated components that were integrated into a behavioral model, under the acronym: hearing, understanding, remembering, interpreting, evaluating, and responding to messages.

The HURIER model provides a more extensive picture for the considerations involved in the listening process and helps to further identify important behavioral listening in a workplace relevant to job satisfaction. The HURIER framework also accounts for personal characteristics that influence the individual employee such as attitudes, previous experiences, and biases and considers contextual features that affect the service experience.

Effective Listening in organization and job satisfaction overview

"When employees say their manager 'doesn't listen,' it is important to know what this means" Brownell (1990). Notwithstanding the little attention and research done in the aspect of listening in the workplace, relative amount of studies still shows the importance of effective listening as a work skill needed to attain employee job satisfaction. In Flynn et al., (2008) journal on international listening, Brownell (1994) & Fracaro (2001) explains " listening as the most single important component in the communication process, highly valued than speaking as a communication skill in the business environment''The relevance of effective listening in the workplace is further explored in this thesis with

the review from previous research studies from communication scholars.

To research on the significance of effective listening by businessmen, Weinrauch & Swanda Jr., (1975) provided the suggestion that listening is the most important form of communication. The research was done to determine the time spent on listening and how time was classified. The research also observed listening as a communication skill most often ignored; "probably more attention should be focused on the subject of listening. Students and businessmen might need to further recognize the high importance of this communicative function''. The research included a sample of businessmen from South Bend, Indiana who had significant managerial responsibilities (Weinrauch & Swanda Jr, 1975). The results of their research and finding, strongly suggests, "listening is the main activity among direct types of business communication". Further suggestions in this research place emphasis on manager's attention focusing on the development of skills in the work environment along with using the most effective teaching methods. It is also essential for the superiors within business communication to spend more time on developing effective listening skills (Weinrauch & Swanda Jr, 1975).

Hunt & Cusella (1983) further expanded on the importance of effective listening as a skill in the workplace. The research offered an exploratory study to investigate the importance of listening in the organizational context and what other behavioral characteristics could be included for futures studies. In this research, consider "listening behavior to be one of the most interactive skills for members of organizations". Nevertheless, the research also agreed with the claims of Weinrauch & Swanda Jr (1975) research, that not so much research on listening skills is conducted. The lack of sources and materials became a major barrier to unanimously agree on the importance of this activity as a needed communication skill (Hunt & Cusella, 1983).

In a further attempt a study was carried out to investigate "the length at which listening ability or the lack of it is perceived as major communication barrier in contemporary organizations". The research was done with a sample of 250 organizations. The results conclusion from this study indicated listening skills were incompetent and there was lack of listening training in the typical organization. "Training managers gave the opinion that poor listening was 'one of the most important' challenge faced in the organization and ineffective listening leads to ineffective performance or low productivity" Hunt & Cusella (1983). Furthermore, employees were not effectively practicing communication skill such as feedback and asking questions and job satisfaction was little or never achievable. Training is needed, but first employees need to be motivated.

Furthermore, "the findings also related to the lack of individual motivation to practice good listening and a lack of openness would suggest that ineffective listening practices are associated with a dysfunctional communication environment" Hunt & Cusella (1983). The study results further includes an emphasis on effective communication skills and training, including a focus on effective listening skills in organizations.

Effective listening for organizations was also approached by Lewis & Reinsch Jr (1988) with a topic question approach "Can one be certain that business men and women mean the same thing by listening just like the authors and readers of these academic studies?" Lewis & Reinsch Jr (1988) The research design was the use of a critical-incident technique developed by Flanagan (1954), which "gathers participant descriptions of an event while minimizing the influences from prior definitions". The application of the critical-incident technique was to focus on newer definitions of effective listening as it specifically relates to the workplace environment and not definitions previously presented by other researchers.

The critical-incident sample questionnaire was sent out to two organizations in Stillwater, Oklahoma: a medical center and a bank. The Results from the Lewis & Reinsch Jr (1988) research, concluded with 5 further suggestions; Effective listening in the workplace is complex; effective listening is affected by information sending and receiving. Assessments of effective listening behaviors by other employees were just perceptions; effective listening in organizations by men and women do not necessarily share the same meaning as it does to the teachers or professors; also there are implications for consultants and trainers who teach listening in organizations. In conclusion, a description of listening in the workplace environment is different, considerably from what is taught in the classroom environment. Different factors will have to be taken into consideration in different organizations.

Lewis & Reinsch Jr, (1988) suggested "training can be effective, but the particular type of training needed may depend on the structure of the workforce, the type of work or culture of the organization, or other situational factors". Furthermore, Lewis & Reinsch Jr (1988) also agreed with Hunt & Cusella (1983) research on employee listening skills being underdeveloped and further suggest "no one, apparently, has thought to start with specific organizations and to attempt to determine the conceptualization of listening used by organization members". Nevertheless, listening is still not considered a question of importance for organizational communication even in modern day.

Sypher, Bostrom; & Seibert (1989) conducted a study to explore effective listening and other social cognitive and communicative abilities as well as the relationship between effective listening and workers' level in the organization. In agreement to previous research Sypher et al., (1989) also agreed "even though effective listening plays an important role in the communication process, it has received very little attention from communication researchers". In suggestion, they stated a reasonable amount of progress has been made in an effort to study effective listening skills, however little or no studies has been able to demonstrate those relationships in the organization context" (Sypher et al, 1989). An attempt to further expand on the limited knowledge available specifically related to organizations; Sypher et al., (1989) carried out a study on the relationship between effective listening and job level, upward mobility; and it relation to supervisor and non- supervisor. The research included 36 employees of a large insurance company headquarters in the Northeastern U.S., which included those employed from a variety of job levels.

Results gathered from the research suggest, "Effective listening is linked to "various communication abilities and success at work". Furthermore, in the result of their research, effective listening may be more strongly associated with individual general intelligence, mixed findings in relation to effective listening and job level, and that non-supervisor possess better listening skills than supervisors. (Sypher et al, 1989). Further suggestions on non-supervisors being a better listener is concluded based on the fact that they actually do spend more time listening; in contrast supervisors are accustomed to being listened to, despite the findings in their study which suggest executives spend more of their communication listening than employees". Hence, the argument that the organizational level is good for studying effective listening skills has not just only been neglected but has become rather very relevant. Further emphasis from Sypher et al., (1989) also states "if understanding in the role of listening in organizations is developed, it can increase the knowledge of organizational communication in general and its relation to important individual and organizational outcomes".

Results from prior research were further researched by Brownell (1990). The study is an attempt to investigate the characteristics of managers' effective listening skill as perceived by others. For organization, "management to be effective requires effective communication". Extensive research is needed to establish the claims to the exact nature of the effective listening process and provide direction to those who seek to improve individuals listening competence in the context of organization". It is also important to understand the perspective of effective listening in an organization to help determine the

factors that makes up good and bad listeners.

Brownell (1990) conducted the study by developing a 26-item questionnaire, which was administered to middle managers and their subordinates in the hospitality business. The research results supports earlier research findings that managers older than 45 years are perceived as poorer listeners; younger individuals who have held their current position in less than a year may be more conscious of their listening abilities. Furthermore, individuals who have had some effective listening training are more likely to get higher ratings in the organization than their subordinates; there is also the presence of discrepancy between manager's self-perceptions and the perceptions of their subordinate of their effective listening behavior. Particularly, the perceptions of managers' listening by their subordinates, either high or low, were related to three factors: "(1) How familiar they were with their manager, (2) the level of manager-subordinate communication, and (3) the subordinate's level of satisfaction both with the job and with the managers' relationship" Brownell (1990).

Further investigation indicated that it was unclear if managers' claims to being effective listeners motivated subordinates to feel more familiar and the need to communicate more frequently, hence creating a positive perception, nevertheless it is obvious that managers with effective listening would encourage rather than discourage these types of responses Brownell (1990). His research and findings is particularly important to this research, as questions for interview would also be carried out to investigate the organization of case study and how effective the listening abilities of older employees compare to new entrants or younger employees.

Haas & Arnold (1995) in their study states, "a growing body of research on effective listening suggests that listening ability or the perception of effective listening is linked to the individual performance in organizations". Preceding research findings like Brownell, (1990) ; Lewis & Reinsch; (1988) & Sypher et al.,(1987) also supports these findings. Their study on the importance of effective listening in the workplace was based on the research of Brownell's (1990). The study was investigated by "exploring listening attributes in organization members' judgments of communication competence (Haas & Arnold, 1995).

The aim of Haas & Arnold (1995) research is to further "identify the listening-related factors employed in conceptions of communicator competence in the workplace; furthermore, this study explored how listening-related factors in judgments of communication competence vary across contexts". Findings of the study was carried out on both managers and non-managers, of a daily newspaper located in a Southern city, 48 employees in total, took part in a card sorting task and questionnaire (Haas & Arnold, 1995). The results of the research also agreed with prior results on "listening being one of the most

important factors in judgments of communicator competence in coworkers".

Furthermore, there was no significant difference between managers and non-managers in their number of listening attributes across situations, which seems to disagree with earlier studies, like that of Brownell's (1990), which reported supervisors report their behaviors differently than their subordinates (Haas & Arnold, 1995).

Nevertheless, Haas & Arnold (1995) further suggest "if or not individuals are perceived as acting on the listening attributes that are considered a part of communication competence, the managers and non-managers of this organization share the same perceptions on the role of listening in competence judgments across contexts". Their study provided researchers, consultants and trainers with more insight on how listening practices are actually used by employees and how they can be integrated to make better judgments of others in the working environment.

In conclusion, Cooper (1997) carried out a research on testing effective listening and its competency in a working environment. In agreement Cooper also suggests the idea that training can lead to improved productivity, precisely to understand effective listening as a competency in organizations. The goal of Cooper's research was to develop a model as the basis for improving workplace listening and formal training programs, as well as how to help individual workers improve their own listening skills. This study took a period of 10 years and to employees who were attending communication workshop training were the main participant of the survey. The study results further created a two- factor model of competency. "The first factor focused on the perception that workers accurately received and comprehended messages; the second factor focused on other centered behavior that expresses support for the relationship with the worker. The implication of Cooper's (1997) study signifies that " the managerial listening Survey offers an easy-to-administer, reliable measure of listening and provides a way to manage staff training according to individuals needs and that of the organizations".
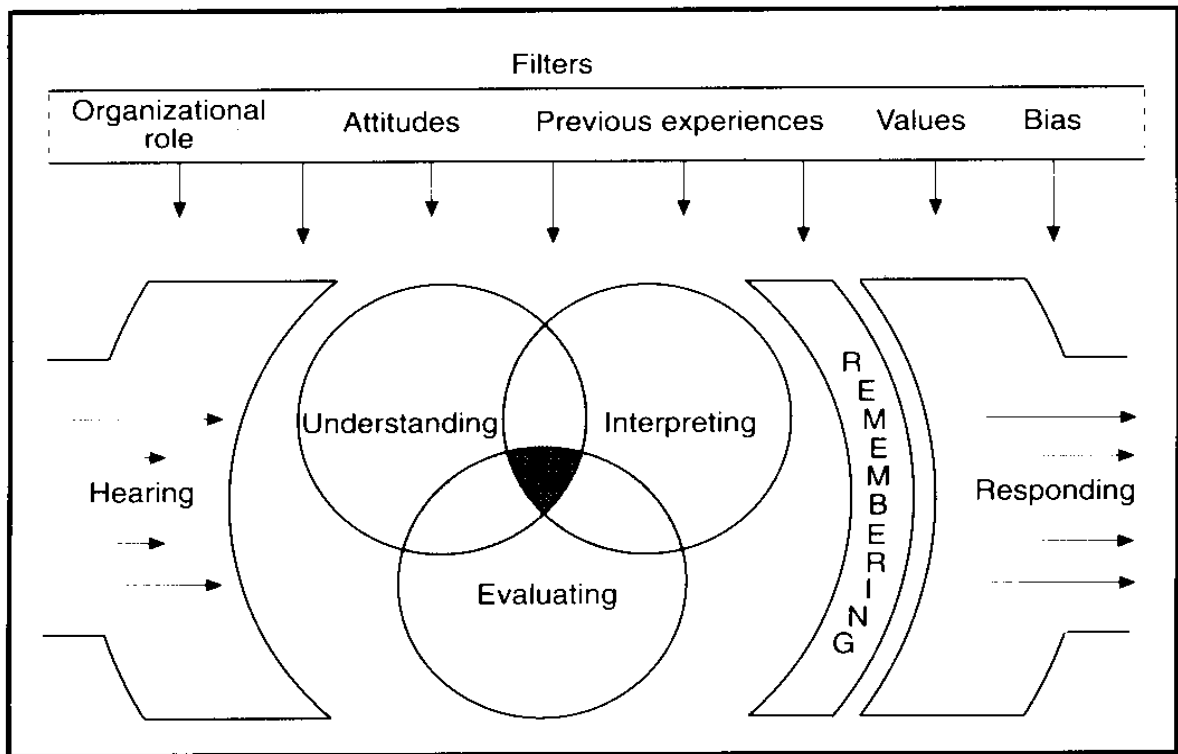
Figure 1: Model of the six-component HURIER listening process

The six key components of the HURIER model are explained in details below.

Hearing - It is an automatic process. Nevertheless, this component in a communication process involves the accurate reception of sound. Furthermore, the attention and focus from a listener should be directed towards the speaker to filter sounds from distortions.

Understanding - Providing meaning to a situation, context or message requires a good amount of translation in individuals. Understanding is the ability for individual to improve the content of a message for better knowledge of its intended meaning. This is necessary because processes involved in comprehension are intrapersonal i.e. occur in the head and mind. To develop this component, strategies on building vocabulary, taking efficient and asking appropriate questions becomes important as well.

Remembering - Information is gathered in the process of listening. When what is gathered becomes difficult to recall, the listening process is rendered ineffective. The remembering component in this listening model makes use of individual memory for information recall to be applied into future situations.

Interpreting - One of the major barriers to listening is. Naturally, we retain and disseminate different meanings to the same message or information conceived, Interpreting is a vital part of the

listening process. The process of interpreting messages involves two things. Firstly, an individual take into account the whole communication context for clear understanding, Secondly effective listeners informs others what have been understood. This becomes necessary to further understand the speaker's point of view and view the message shared from the perspective of others.

Evaluation - Filters becomes necessary when evaluating. Listening happens from the unique individual perspective. Previous events, past experiences and other factors that might influence conclusions are carefully drawn before responses or actions are taken.

Responding - The last component in this listening model. In this component, judgment is made based on a response to a situation. The HURIER model integrates response to be a part of the listening process because for listening to be effective, a situation must have been analyzed before choosing what is considered the most suitable response from among the alternatives.

The components of the HURIER model explored will be of great importance to organization managers to achieve the important task of selecting the employees with the potentials of listening effectively even as they pursue activities to assess the listening competence of existing staff. The HURIER model deals on listening alone. In order to create a relationship between effective listening and job satisfaction to arrive at an instrument for further research, the components of HERZBERG'S hygiene-motivation theory will be also examined along side the HURIER listening model and try to establish a relationship if paired together in an organization to achieve the aim of job satisfaction.

1.5 Herzberg's motivation-Hygiene factors on job satisfaction

Theories on job satisfaction from numerous scholars have gone through various criticisms but the most popular theory based on job satisfaction concluded from theoretical sources investigated is the Herzberg's motivation-hygiene theory. The theory and its components are further explained.

Herzberg´s Motivation-Hygiene theory also known as the two-factor theory have been approached by various scholars for examining job satisfaction Atchison & Lefferts (1972); Herzberg (1965) ; Herzberg et al., (1993); Champoux (2002); Furnham et al., (2009) ; Miller (2006) ; Evans & Aluko (2010). The Theory was first introduced in the late 1950s and further developed in the 1960s (Herzberg et al., 1993). The theory explains that factors involved in attaining job satisfaction are separate and different from the factor that actually leads to job dissatisfaction.

Herzberg (1959) further claims the opposite of job dissatisfaction is not directly job satisfaction but no job dissatisfaction; likewise, job satisfaction is not the opposite of job dissatisfaction but rather no satisfaction. This factors were further explained in categories namely; motivation factors and hygiene factors. The motivation factors are intrinsic in nature and more job related while the hygiene factors are extrinsic and applicable to the job situation environment. The motivation factors identify a component that provides individual satisfaction and happiness at their job and in a different direction the hygiene, factors identify other sets of components of that leads to job dissatisfaction.

Herzberg's Hygiene and Motivational Factors

Dissatisfiers

- Working conditions
- Policies and administrative practices
- Salary and Benefits
- Supervision
- Status
- Job security
- Co-workers
- Personal life

Motivators

- Recognition
- Achievement
- Advancement
- Growth
- Responsibility
- Job challenge

Figure 2: - Herzberg's Hygiene and Motivational Factors

Factors affecting job satisfaction based on Herzberg's theory

Herzberg's motivation-hygiene theory considers certain factors affecting job satisfaction to be motivation factors (also known as intrinsic) and hygiene factors, which are (extrinsic). Explained in details below.

MOTIVATOR -INTRINSIC FACTORS:

Herzberg's theory on motivation, factors such as: recognition, achievement, growth, advancement, responsibility and job challenge motivates job satisfaction. Nevertheless, these hygiene factors are not to be seen as catalyst to be applied to avert job dissatisfaction (Net MBA, 2002). These motivation factors are further explained below.

Recognition - This motivation factor relies on the observation and commendation from others for the actualization of goals in teams or personal success. This is also one of the core motivator for employees. Organizations in recent times recognize employee with targeted awards, trophies, medals and certificates to either distinguish employees or further motivate them for their work contribution. Management study guide (2008) Managers are encouraged to recognize team members for their accomplishments. Employees that are not recognized for their hard work will be less motivated and deliver poor result in designated task.

Achievement - Desired goals or targeted results are either personal or organization achievement. This satisfaction depends on the job and there has to be some sort of result to qualify for this category. Management study guide, (2008). Measurement of achievement is measured by individual satisfaction on task completion. Results of achievements are also evident when solving organizational or personal problems. Poor performances eventually affects individual character, hence the need for employees to adapt to easier working schedule to balance organization and personal demands to produce better results.

Advancement - This is the factor for status change in the organization and mostly concerned with the positive. Employee promotion to a higher position in a work place is an example of advancement. Advancement is a huge motivational factor, the higher an individual grows in an organization the more the desire to keep progressing.

Growth - Various level of growth and opportunities for advancement has to be present within the organizational structure. Management study guide (2008) The need for external motivation is always required for team members who might need an extra push to attain set goals and organization mission. These organization set goals is meant to increase productivity, assist with the knowledge base, working skills, competence, and abilities so employees can implement the acquired abilities to different situations.

Responsibility - Abilities and Individuals responsibilities are considered when assigning leadership positions in organization. The judgment to make good decisions as team members and be held responsible for their results is important not just for organizational results but also to attain job satisfaction. It is the responsibility of managers in higher positions to motivate employees to take responsible action to ensure organization teams are well trained enough to trust them to take on even higher or additional responsibilities. The motivation in taking responsibilities is the feeling of satisfaction an individual attain

in being a part of solution provider in the organization.

Job challenge - Job challenge encourages learning and allows for knowledge advancement. When views on individual or teamwork become meaningful, it leads to the motivation needed for the use of acquired job or personal skills and abilities to achieve the desired goal. The factor for motivation is to be focused on the work itself. Tasks have to be meaningful, interesting and challenging. Job challenge becomes a motivation factor when managers decided to use work as a way to keep employees motivated. (Management study guide, 2008)

HYGIENE – EXTRINSIC FACTORS:

Working conditions - Organizations apply different policies and procedures in accordance to the job level or current position held by individual employees in the organization. The working conditions and policies for lower employees is not the same used in the place of high position holders. Working conditions therefore affects interpersonal relationship which organization communication structure is based on. Ultimately, the interpersonal relationship within an organization between managers and co-workers will determine how job satisfaction is attained. Because the working conditions are guided by rules, future improvement in this area of the organization still does not guarantee job satisfaction.

Policies and administrative practices - Policies and rules are unique to organizations. This administration policy determines the values of the entire organization. The goals and mission of an organization is also clearly made understandable to employees whose career goals agree with the organization. This is important reason because various career have set guidance and expectations. Organizational policies must not conflict with employee's values; this will lead to job dissatisfaction.

Salary and Benefits: Pay is the reward for labor and it is a common desire of employees to expect a salary level, status and security that is proportionate with his or her career. These benefits and pay does not interfere with the work output. According to Neff (2002) "Monetary awards do nothing to motivate employees in the long-term." An employee who feels underpaid in salary or less rewarded will be dissatisfied in the work environment, attain no job satisfaction and have poor communication abilities.

Supervision: The organization is a dynamic environment and it is important that managers are equipped with the needed leadership skill to manage teams, promote and administrate company policies to achieve organizational goals. Poor supervision from managers will lead to poor results and then job dissatisfaction.

(Zeffane, 2010) "If values are never identified with leaders in their workplaces the reason for mistrust is understandable."

Status: Status is the representation of position and is determined by factors that are recognizable such as being assigned a personal assistant or personal driver car (Herzberg et al., 1959). Status becomes a job dissatisfaction factor when certain employee attain certain status and others feel they are also due to be on the same status. This makes some employees hostile and job dissatisfaction leads to less motivation to keep working in the organization.

Job security: This is a significant factor. The sense of job security within a position or organization as a whole relates to dissatisfaction. Ruthankoon (2003) refers to job security as the organization stability or instability. There are objective signs of presence or absence of job security (Herzberg et al., 1959).

Co-workers: The factors affecting job satisfaction in Herzberg's two-way theory is a combination representing the work group environment. A working group represents the normal component of the total job environment and its operation can be affected by any fluctuation in the factors as listed in of Herzberg's theory. i.e. "Satisfaction or dissatisfaction"

Personal life: It is inevitable for individuals to separate the work and personal life demands, one affects the other and this sometimes leads to job dissatisfaction.

Herzberg motivation-hygiene theory (1959) also emphasize on the importance of relationship in the environment, within management and co-workers. Furthermore, job satisfaction impacts every employee. It is hardly surprising that it has received a lot of attention by numerous scholars and has also lead to a large number of definitions, theories and measures. For further investigation in relation to the aim of this thesis, factors affecting co-workers, working conditions, supervision and administrative practices will be explored for interview research purpose.

Limitations to Herzberg's motivation-hygiene theory

Using external variables such as salary, co-workers and hierarchy individual role in the organization to arrive at conclusions based only on individual job satisfaction and dissatisfaction allows criticism in Herzberg's two-way theory. Changeable variables that affect satisfaction in particular

situations for e.g. time and mood were never recorded. Furthermore, unique situational variables characteristics e.g. noise of an environment that have the potential to manipulate the behavior outcome of the situation was also not recorded. The theory further complements satisfaction with productivity based on the assumption that job productivity becomes a natural result when employees attain job satisfaction. (Management study guide, 2008)

1.6 Effective Listening as a means to job satisfaction

Theories have proven that employee job satisfaction and effective listening is an integrated part of the organization communication process. Job satisfaction is most often related to various organization factors when considering employees. The basic definition of job satisfaction is to understand to what extent people are satisfied with their work Newstrom & Davis (1997) ; Riggio (2003) ; Griffin & Moorhead (2004). Taking a more in depth approach, it is defined "a set of favorable or unfavorable feelings and emotions with which employees view their work" Newstrom & Davis (1997). The feelings and emotions as emphasized by Newstrom & Davis (1997) become the determinants for effective listening among employees and the way in which relationship between various sections of the organization is fostered. Everyone often believes they listen effectively and as a result, only very few individuals think they need to develop their listening skills especially in a working environment. Effective listening is an important behavior needed in a communication process to facilitate the easy understanding of the information being conveyed. The ability to accurately receive and interpret messages becomes the key to all effective communication.

Effective listening is therefore defined as the ability to decode the information conveyed for its intended purpose and applied in the right communication process. Sypher et al (1989), in his research mentioned "though listening plays an important part in the communication process, it has received comparatively little attention from communication researchers". In addition, over the years, interests have been expressed on the research of employee job satisfaction by scholars such as Hertzberg (1959); Barth (1973); Downs et al., (1973); Riggio & Spector (2003); Furnham et al., (2009). Job satisfaction cannot be considered a one-sided idea either. Further research also shows employees derive satisfaction in some area of a working environment and at the same time face challenges in attaining satisfaction in other areas. Effective listening again becomes an important skill especially for managers to help understand what area of the organization employees derives job satisfaction from the most. Studies also gave few examples of some existing factors in individuals life that most often affect job satisfaction; hierarchy level, working conditions, age, co-workers, salaries, expectancy, organizational management and more personal factors

like religion, leisure, politics and family Cheung & Wong (2009); Griffin & Moorehead (2004); Herzberg, Mausner & Snyder (1993); Newstrom & Davis (1997); Riggio, (2003); Spector (2003).

Investigation from theories still finds it complex to easily find the relationship between employee job satisfaction and the impact of effective listening considering there is still no generally accepted definition on listening among communication scholars; however, the use of similar elements such as perception, attention, interpretation response and remembering in the definition on both studies have become consistent and the binding link. (Gleen, 1989).

Furthermore, in attempt to link effective listening to job satisfaction in the work place, De Pree (2004) asserts that "managers most trusted and familiar tools are communication skills" effective listening in this context is considered a very important skill for managers. According to Steil & Bommelje (2004); Wolvin (2010) emphasized on the importance of listening in the context of an organization, "listening for understanding is just as important as listening for needs and desire of those served". Conceptually, but only few studies in the field of organization and management have addressed listening. Among the few exception of scholars who investigated listening in the context of skill development in management, Clark (1999) stated in his research work the identification of several behavioral elements of effective listening. Elements like consistent eye contact, asking relevant questions, attentive silence, and occasional head nodding and body posture. Clark (1999) in addition emphasize on listening being an influential skill that should be given much more attention in order to manage behavioral expectations. In his suggestion, listening as a behavioral skill will allow "low cost, often symbolic strategies" for organization managers to motivate and reward its co-worker and ultimately lead to employee job satisfaction.

A major problem with effective listening and employee job satisfaction is most often listening is likened to hearing; however, it should not be the case. The ability an individual possesses to hear is not equal to the ability to listen. Hearing is simply an automatic process Barker & Watson (2000); Imhof, (2010). According to Ford (1999) listening is a core element of conversational responsibility appears to be "more than hearing but includes all the way in which individuals become aware and conscious of, or present to the world". In other words, effective listening is not a simple process; it requires further investigation to gain more knowledge as to how it can be successfully implemented in the organization context and be beneficial to all members involved in the communication process.

Listening between Managers and Employees.

      The principle that a successful organization depends on how managers listens to employees might sounds rhetoric but in reality it's a big concern Stengel, Dixon; & Allen (2003) writes about how listening to employees and truly hearing them takes more than just walking the halls and checking in from time to time (although those things are important) and return back to business as usual. If you really want to know what's on their minds, is to actively seek employees feedback and to pay attention to their feelings. Managers should put efforts in talking with employees and helping them connect with the CEO's vision for the company.

      Gaining the hearts and minds of every employee in an organization is not a small challenge, and has to be fought with every day to succeed. Alessandra & Silvia (2011) emphasized that employees should be seen more as senders of information, considering also that they may have other roles and participate in various kinds of social networks internally and externally. In a research paper by Lloyd, Boer ; Keller & Voelpel (2015) when it comes to listening, the results demonstrated that supervisor listening is important and it is the employees' perceptions of supervisory listening that matter. And it matters because of how employees feel emotionally about being listened to (or not being listened to).

      Creating the conditions that facilitate employees' recognition that the supervisor is listening can have major consequences for employees' job satisfaction and the organization as a whole, including whether employees are proactive and whether they choose to stay. To measure job satisfaction with communication of the manager stems from different sources that incorporate aspects of communication between manager and employee first, the construct of perceived supervisor support Eisenberger et al., (2002) operationalizes the importance of a supportive relationship. Putti et al., (1990) also distinguish two-way communication as a relevant facet of supervisor communication, where a manager not only provides feedback, but also listens to employees.

      Furthermore, the importance of information supply is stressed by the use of parts of another instrument Postmes et al., (2001) which reiterates feedback as a central construct in organizational communication. Further research on charismatic leadership shows that communicating the vision of an organization is an important task of managers Kirckpatrick & Locke, (1996). Finally, De Ridder (2004) shows the importance of trust for supportive employees. Together, these items cover a range of topics that may be important for efficacy, values and commitment. Mary Bambacas & Margaret Patrickson (2009)

interviewees stressed the importance of communication skills when asked to what extent they specifically considered communication skills as part of the selection criteria.

Though written and listening skills were rated highly they were still seen as less valuable than verbal skills. In most organizations written skills are based on expectation because of the nature of management and the formal reporting mechanisms it requires so that managers are "able to write reports, particularly to funding bodies, to be able to complete contracts, to be able to write monthly reports, etc." Listening, in turn gained importance for the benefits of improving processes and problem areas within operations. Human resource managers must encouraged managers and supervisors to not intimidate employees or subordinates, but to listen to their issues and their solutions, even though they might be totally inappropriate. According to Agnihotri et al., (2014) employee motivation largely depends upon understanding the reasons for performing the task and those factors that may affect its performance (Amabile 1983).

Task motivation is further represented by managerial feedback or communication from a superior to a subordinate regarding the quality of that subordinate's job performance Boshoff &Mels (1995). Manager behaviors and leadership styles are organizational factors that can stimulate or subdue employee creativity Oldham & Cummings (1996). De Stobbeleir, Ashford & Buyen (2011) argue that employees' feedback-seeking behaviors influence creativity, while Zhang & Bartol (2010) find that leaders' encouragement of creativity moderates the relationship between empowerment and creative process engagement. The underlying logic is that manager behaviors interact with personal and contextual variables to influence employee creativity (George & Zhou 2007).

1.7 Integration of Herzberg's motivation factors and Hurier's model on listening to achieve employee job satisfaction.

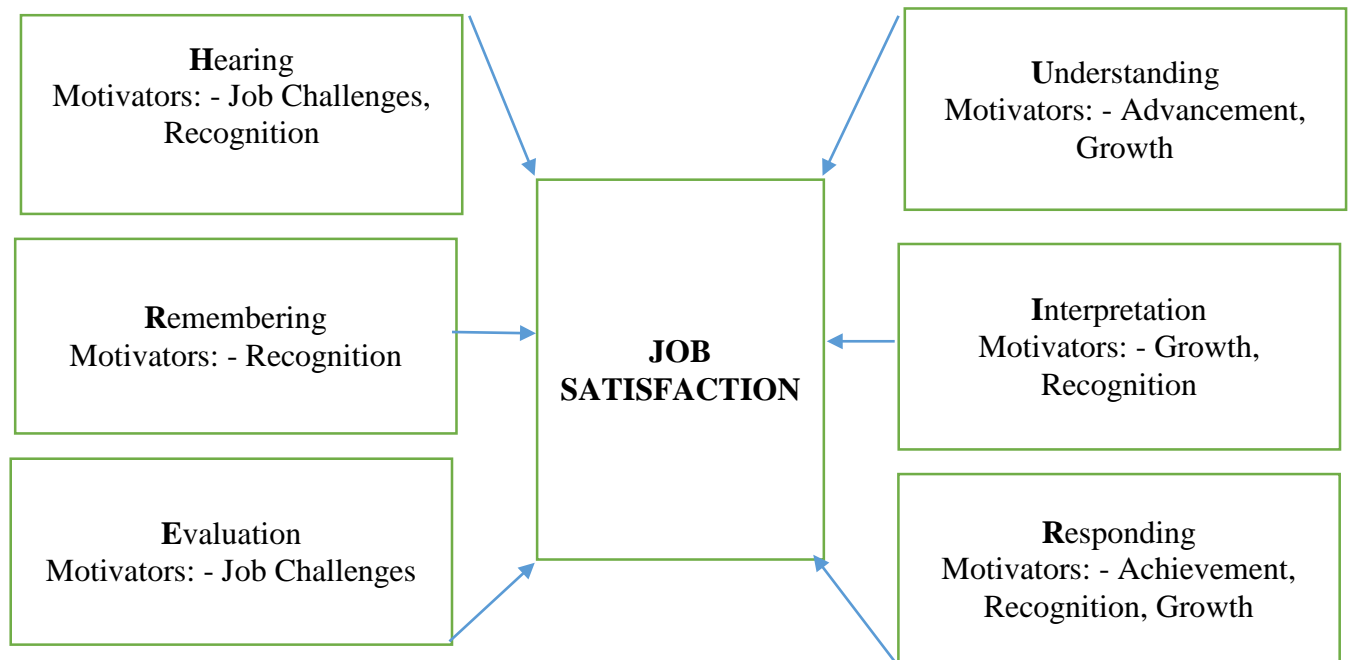| **H**earing Motivators: - Job Challenges, Recognition	**JOB SATISFACTION**	**U**nderstanding Motivators: - Advancement, Growth
Remembering Motivators: - Recognition		**I**nterpretation Motivators: - Growth, Recognition
Evaluation Motivators: - Job Challenges		**R**esponding Motivators: - Achievement, Recognition, Growth

Figure 3: Relationship between HURIER model and Herzberg factors of motivation (Source: - Author)

Based on the above diagram developed from the integration of both models, a clear relationship has been established between the six components of the HURIER model and the Herzberg factors of motivation for job satisfaction. The relationship is described as follows: -

- Hearing - Since this particular component deals with the accuracy of the reception of sound and the attention of the listener towards the speaker therefore it is linked with the Herzberg motivational factor of job challenges and recognition. Employees can often find it challenging to find the appropriate position to listen accurately and could easily be distracted while listening to a speaker. Therefore, an employee might view the barriers for listening as job challenges and as the employee might tend to overcome he motivates him towards job satisfaction. The main purpose of hearing is to grab information and if employees are able to successfully grab information from a speaker then he might be recognized among his colleagues and even by the manager.

- Understanding - Understanding the purpose of the message is a key for the listener. A better understanding to what is being said provides the individual with a motivation towards advancement and growth. When an individual understands clearly what is being said to him then he able to perform his work or tasks more efficiently and in doing so he is able to grow in his workplace.

- Remembering - Remembering allows individuals to highlight key fact from a speech. It helps in portraying the individual as one having a good memory. He gains recognition from his colleagues and his supervisors.

- Interpretation - Every individual might tend to have a different approach towards interpreting what is being heard. Interpreting the accurate meaning of a message helps an individual to not only gain recognition in his department but also helps him grow from his current position. Interpretation can be a challenging task and often employees could be motivated.

- Evaluation - Evaluating what an individual listens to is perhaps one of the most difficult things to do because everything is based on past experiences and the means by which they arrive at their interpretation of the message. Motiving factor of job challenges drives accurate evaluation. Individuals are faced with challenges when evaluating a message and this tends to enhance job satisfaction for them.

- Responding - The final component refers to the individuals responding nature to the listening process. This component can be attributed to the motivating factors like achievement. An effective listening and responses provides the individual with a sense of achievement. A successful response results in a sense of achievement, which in turn generates recognition of the individual in the eyes of his colleagues and provides him/her with an opportunity to grow in his position.

2. RESEARCH METHODOLOGY

This chapter grounds the selection of the research methodology. The chapter includes the aim of the study and the research questions the study attempts to answer. This chapter goes into details regarding the strategy and design of the methodology. This is the most important part of the thesis and a sincere attempt is being made in order to extract valuable conclusions regarding the research topic.

2.1 Company Profile

Olam Nigeria limited is one of the leading agri-business operators in the country. Established in 1989, Nigeria became the Launchpad for Olam's global business endeavors, and they have featured prominently in the country's economy ever since its existence. With an initial focus on the procurement of primary commodities like cashew nuts, cocoa, rice and cotton, the company has gradually refined their operational scope and expanded operations into three major business streams, namely exports, imports, and branded packaged food products.

Presently the organization has approximately 3,500 staffs spread across the country engaged in helping with managing the value chain activities of origination, processing, marketing and distribution. In addition, with offices and operational units across all geopolitical zones of the federation, Olam Nigeria limited has a wide and growing network of farmers, suppliers, wholesalers, local buying agents, customers and service providers. The current networks encompass approximately of 500,000 farmers and have created tens of thousands of jobs in indirect employment.

Furthermore, as the organization's investments activities continually grow, it is of great importance and interest to look into the organization's ways of implementing effective listening as part of the communication process especially among employees and their clients. The problem of decentralization of operations i.e. communication disconnect, could be of negative effect on the overall productivity of the organization. This research intent is to assess the general practice of effective listening between employer and employee relationship within their various units heads and provide possible suggestions where applicable to improve and encourage effective listening as a means in the organization to attain employee job satisfaction.

Communication practices at Olam Nigeria limited

Information gathered from the organization's website and observation from videos on seminars, conferences made available electronically reveals the communication process at Olam Nigeria limited is structured in a formal process. This adopted structure of communication is visible by the nature of

operations and scope of the organization. The organization maintains a large number of staffs; client base and a vast network of operations, hence the need to devise means and strategies to bridge communication gaps for the core purpose of effective operations. Olam Nigeria limited tries to achieve this aim by engaging in activities involving direct communication with its employee and clients, more of face-to-face communication and information sharing is also practiced to help reduce distortion and aid expedite feedbacks. Also observed was the publication of monthly journals and arrangement of meetings with other divisions to convey information on existing and future plans.

In the aspect of listening, lower level employees interacted more with body language i.e eye contact and head nod. Information was conveyed to other areas of the organization depended via electronic and mechanical devices i.e radios and television screens. The noise produced from heavy machines for production caused major distortion in message transfer at the lower level. Managers and higher-level employees engaged in the process of listening in a more conducive atmosphere. Information among managers and superiors were conducted in closed doors and noise free zone where effective listening is more achieved.

2.2 Research Design

The research problems to be analyzed are factors affecting organization communication within employees and how effective listening can be recommended as the core communication skill for at Olam Nigeria limited. For the sake of effectiveness, results findings would be measured using quantitative and qualitative research approach. The research questions are;

- What areas of communication need improvement at Olam Nigeria Limited if any?

- What factors affect employee job satisfaction at Olam Nigeria limited?

- How would effective listening as a skill if implemented lead to employee job satisfaction?

The objectives of the empirical research are: -
1. Ground the instrument for the research
2. Presenting Research Logic
3. Analyze the results
4. Make further suggestions for Olam Nigeria Limited.

Bryman and Bell (2012), describes research design as the framework for collecting data and its analysis. The aim of the research questions in this thesis is to answer the most basic questions such as: who, how,

what and when. This research adopts a mix of quantitative and qualitative research methods, as it would be appropriate to have responses from the questionnaire analyzed to show relationships. Approximately 105 questionnaires were issued to mid-level and senior staff of the company, also interviews was conducted on 3 managers. The issued questionnaire had a response rate of 55 percent and 3 of the managers interviewed also provided responses to the questions. It is therefore appropriate to select a methodological path that allows for both the analysis of relationships in responses and also describe insights from the interviews held with the management staff.

Data collection is a process of collecting all relevant piece of information that allows a researcher gain more insights into the problems investigated. There are various ways to collect data. Data sources are divers and difficult to achieve in some instances. The theoretical section of this thesis is mainly derived from various secondary sources such as webpages, book, research articles, existing theoretical work, etc. The research also applied personal knowledge and experiences gained from academics for the purpose of this research, primary data collection methods is also applied with the direct use of questionnaires and interviews because they provide first hand opportunities to gain insight into how listening as a communication tool fosters job satisfaction among employees and also the position of management on this issue.

According to Bryman & Bell (2012), primary data can be collected through two methods: qualitative and quantitative methods. For this research both quantitative and qualitative research method would be used for collecting data.

2.3 Quantitative Research

Gillhan (2000), created a comparative study regarding the advantages, disadvantages and the main differences between a questionnaire (quantitative analysis) and an interview (qualitative analysis). According to his study a questionnaire is not only much less time-consuming but also costs less than conducting an interview. For this particular research, opinions and experiences of employees are not enough to elaborate on the unique characteristics on factors evaluating how effective listening as a communication tool fosters employee's job satisfaction

The questionnaire is created using a likert scale where the respondents are able to review the statements and rate them accordingly. The likert scale is measured with "Strongly Disagree"=1, "Disagree"=2, "Neutral"=3, "Agree"=4 and "Strongly Agree"=5. The statements are formed based on the theoretical part, which aims to answer the research questions posed.

The questionnaire is designed using the instrument derived from the HURIER model of listening where the main aim of the questionnaire is to analyze the self-assessment of employees towards listening as an essential part of a communication process.

2.4 Qualitative Research

According to Bryman and Bell (2012), qualitative method of data collection is rooted in the interpretive methodological principles with the provision of detailed description of events, situations and interaction between people and things that are related to the phenomenon under revision. Qualitative research allows the researcher to explore and get in-depth information into the attitudes and at the same time providing the understanding of a given context and underlying motivations and values through a detailed description. It provides the researcher the opportunity to add further interpretation and meaning to the quantitative findings. Qualitative research uses interviews as the means of collecting data to explain the researched topic.

Macionis & Plummer (1998) describes interviews as *a series of questions a researcher addresses personally to respondents. An interview may be structured (clearly defined questions) or unstructured (questions change according to interviewees responses).* The nature of the research being both quantitative and qualitative, the interview consists of open questions that would enable interviewees to define and describe the topic through their experience.

Table 1: - Set of Interview Questions

Categories	Interview Questions	Expectations
Information Gathering "Ability to save information and recall for future purpose"	How often do you depend on the information gathered from personal interactions with others while talking to them? What kinds of problems have you had? What happened?	Solutions provided in tackling previous organizational challenge and if the same is applicable for future purpose.
Time "Feedback should be much more important for the benefit of the	How important is time to you when listening to others and receiving feedback?	Time management techniques for organization

organization but also time management should be put into consideration"		purpose
Hearing "Focus and attention"	What do you do to express to others that you are listening to them?	How to encourage and motivate a speaker to provide more information.
Listening "listening to information and organizational directives as a skill for problem solving"	Effective listening is a valuable tool. Describe a time when good listening skills helped you overcome a communication problem.	How to avoid distortion and barriers to communication to gather relevant information.
Remembering "Past information and findings on similar situation applied to future problems"	When does effective listening become important in your job? When is effective listening difficult?	Recalling information from acquired knowledge to solve future challenge.
Motivation "putting into practice the importance of listening for effective communication flow"	How do you encourage effective listening in the workplace among employees?	Skills on fostering and maintaining organization relationship

Instruction "effective listening as a guide for goal achievement and job satisfaction''	Do you consider effective listening as a core-influencing factor to the way employees complete their jobs.	Conveying relevant information without invading individual personal space.
Body Language "head nodding, eye contact"	Do you find silence uncomfortable when communicating with employees on a sensitive subject?	Types of body language and how to effectively implement it in a communication process.
Interest "Personal reasons and relationship in the organization"	When speakers do not engage your interest what do you do to concentrate and listen to them?	What factors should be considered when sending or receiving information from superiors or co-workers
Communication Channel "Is the channel used the best means or only the available way to share information" this could include technology and other means.	What means do you use in trying to disseminate information? Do you think your channel used in sending out information encourages effective listening?	Proper channel that clearly conveys information for easy understanding

Data gathered from the questionnaire would be coded and analyzed using MS Excel. Once the responses from the questionnaire are obtained the results would be coded as follows: -

- Strongly Disagree=1

- Disagree =2

- Neutral=3

- Agree=4

- Strongly Agree =5

Data gathered using the interview is analyzed by creating categories from the responses highlighting the key parts of the thesis and giving the researchers own viewpoint along with the practices at the researched company.

2.5 Sample Size

Because of limited time the sample size for interview and the questionnaire were chosen as follows: -

- Interview: - The Company has one senior manager who is in charge of making major decisions and policy direction for the company and its operations. Two mid-level managers with different functions who are saddled with the responsibilities of the smooth day-to-day functioning of the company. These three managers are the targets of the interviews and their responses are analyzed qualitatively. With the analysis providing insights to answering the research questions.
- Questionnaire: - The questionnaire is sent out to employees through online survey forms with the assistance of the HR department and the responses are pooled in a data sheet and then analyzed. The sample size for the questionnaire involved employees from all departments with 58 out of the 105 employees sample size positively responding to the questionnaire giving about 55 percent response rate. The survey was supposed to run for two weeks to allow late responders fill in their responses, but due to the need to begin analysis and time constraint in analyzing the data, the online survey was pulled.

3. EMPIRICAL RESEARCH: - ANALYSIS OF RESULTS

Research was conducted in two forms i.e. interview with 3 managers of the company and a questionnaire answered by 58 employees from various units in the company who have worked in the company for over a period of time and the responses of the questionnaire are synthesized to show the employees perception on the questions asked.

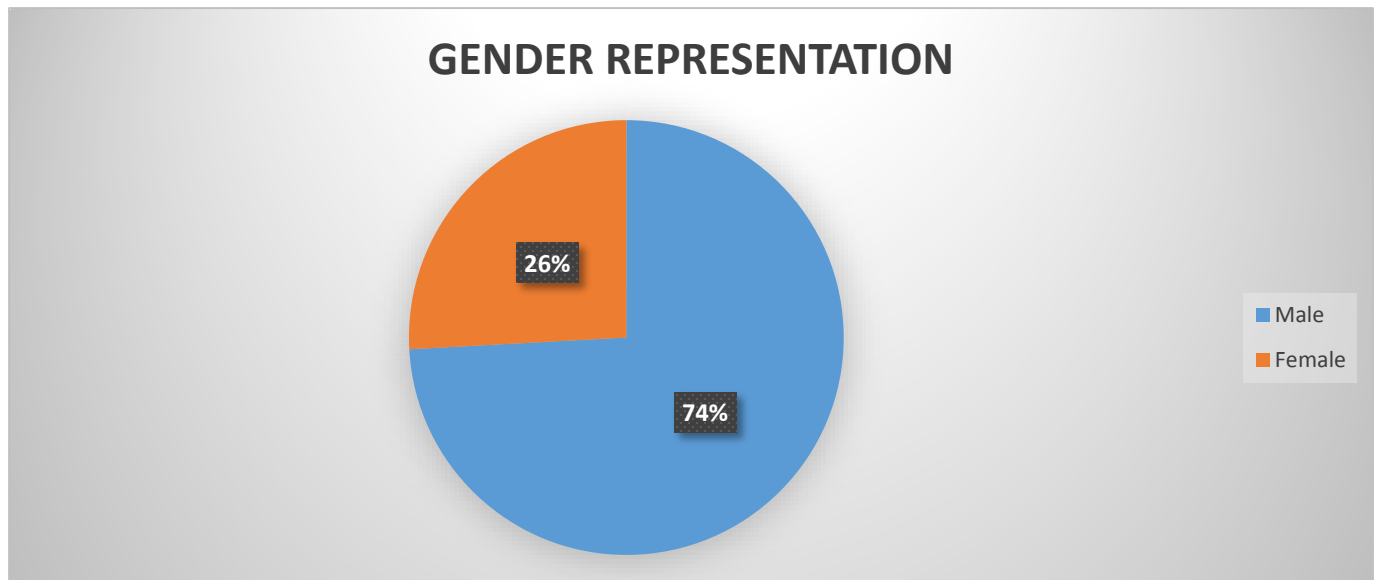## 3.1 Quantitative Analysis and interpretations

Figure 3: Gender Representation at Olam Nigeria Limited

For the purpose of the research the gender distribution of the respondents was determined as it would give the research insights into gender related issues and how the situation of job satisfaction looks like at Olam Nigeria Limited. Against the backdrop of cultural and religious restrictions that normally plague the workplace which typically relegate women to the background of the daily action and at best allowing them supportive roles only.

In the company, there seems to be a higher population of male employees as 43 (74%) of the 58 respondents to the questionnaire were male and the 15 (26%) of them were female. This would clearly impact on the interpretations for the following responses to other question, as it has to be taken into consideration the restrictions that may exist within the company as regards to communication across the gender divide. Furthermore, the gender difference is important for the purpose of this research to gather information regarding how relationship is being fostered in the company among employees with a gender difference.
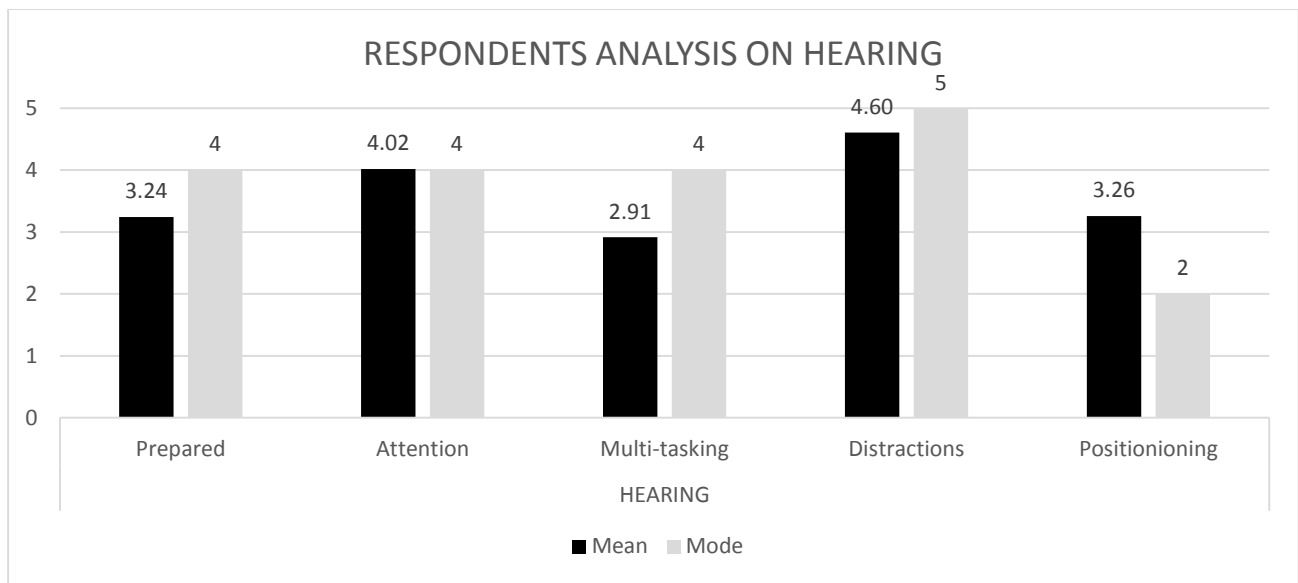
Figure 4: Respondents perception on Hearing

Hearing is an essential component of the HURIER model. It is essential that the respondents were made clear with the difference between listening and hearing, as both of them are not the same. From the graph it can be seen that the majority of the employees voted that it is essential to give attention to the speaking when listening. The characteristic of attention to the speaking was measure by a mode value of 4 and mean value of 4.02. Most of the respondents agree to the fact that during the time of listening they are preoccupied or engaged in multi-tasking with a high mode of value 4, however on measuring the average for the characteristic it was measured to be 2.91. The majority of the respondents believed that in order to have effective listening it is best to remove all distractions while listening to the speaker. This characteristic was measured at all time high mode of 5 and a mean value of 4.

Although positioning is very important in order to have clear hearing however from the respondent's perspective positioning respective to the speaker is not as important as they measured to be a mode value of 2 and a mean value of 3.6. This could be because positioning might able to make the individuals hear the speaker however not listen. Most of the respondents believe that to have an effective listening it is best to come prepared when hearing a speaker. The component of hearing is linked to the Herzberg's motivational factors of Job challenges and recognition in order to achieve job satisfaction. The research analysis shows that the respondents are self-equipped to handle job challenges (multi-tasking) and able to avoid being distracted when listening to the manager or someone while speaking. This aspect shows that the employees are satisfied not just with themselves on being able to overcome the job challenges however, from the perspective of managers or the speaker the manner and position they speak

in also helps to overcome the job challenges. Since, the employees are able to grab information easily from the speaker they are able to gain recognition from their colleagues and managers.
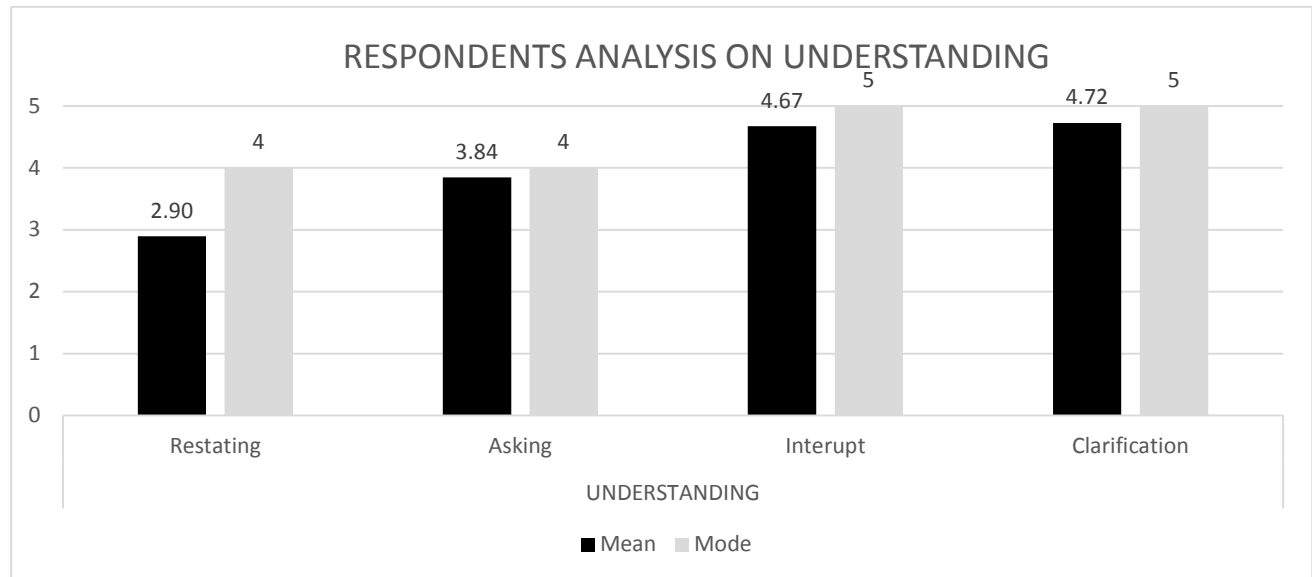

RESPONDENTS ANALYSIS ON UNDERSTANDING

Figure 5: Respondents perception on Understanding

Understanding is one of the crucial six components of the HURIER model and it is best to know the employees perception regarding the understanding a speaker. The graph above represents the respondent's analysis regarding the factor of understanding and the means by which employees can effectively understand what is being said to them through effective listening. From the graph it can be seen that with a mode value of 4 and mean of 2.9 most respondents feel that it is best to restate what has been said in terms of one's own understanding. While with a higher mean of 3.84 and a mode value of 4 majority of the respondents feel that asking questions to the speaker helps them to better understand the subject matter. With a mode value of 5 and a high mean of 4.67 a majority of the respondents believe that the speaker should not be interrupted while he is speaking, as it would disrupt the flow and rhythm and thus decreasing the effectiveness of listening. Clarification with the speaker also displays the listener's ability to understand the subject matter in a more effective manner. The respondents score a high mode of 5 and mean of 4.72 for this particular characteristic.

The component of understanding is linked to the Herzberg's motivational factors of advancement and growth in order to achieve job satisfaction. When employees are able to restate and clarify with the speaker or the manager then it implies that they have a better understanding on the subject matter. When employees have a better understand on a subject matter or what is required from them it increases work

productivity and work efficiency. An increase in work productivity and work efficiency enhance the employee's chances of growth and advancement within Olam Nigeria Limited. This aspect of grown and advancement provides the employees with a sense of job satisfaction.
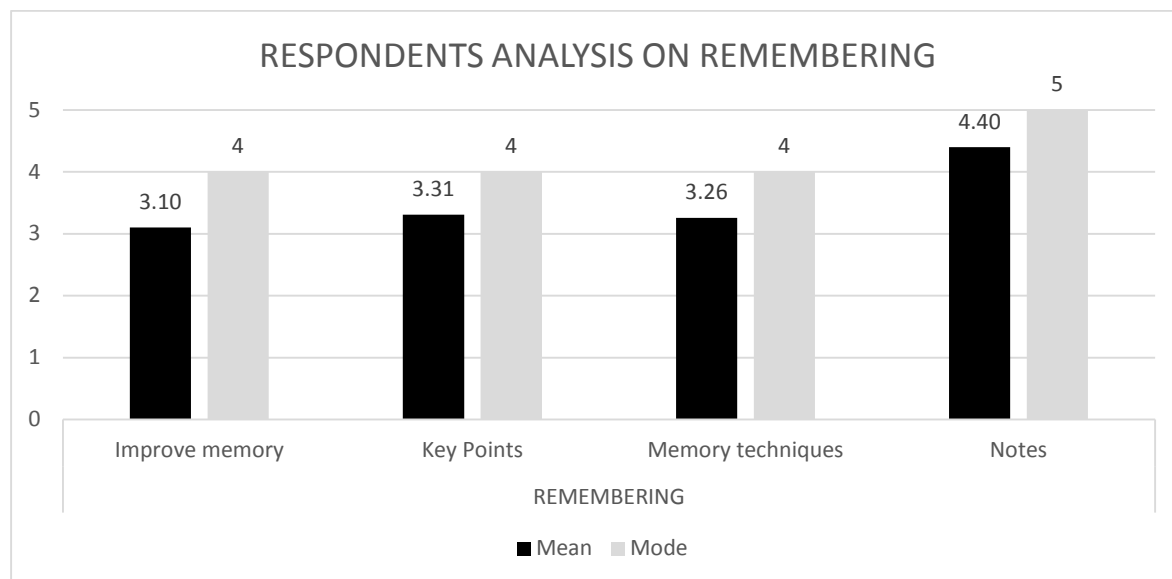
RESPONDENTS ANALYSIS ON REMEMBERING

Figure 6: Respondents perception on Remembering

The graph above represents the remembering component of the HARIER model of listening. It is really important to remember details of a conversation of a speech because if not then it would be considered as a waste of time, energy and effort. Most of the employees with a mode value of 4 believe that improving memory techniques should be practiced more. Employees feel that the easiest way to remember a communication or a speech is to remember key points and make a relation with something they are used to in their daily lives. Short and Long term memory techniques should be practices or taught to employees in order to remember details for a longer duration, while majority of the employees believe that the best way to remember is to take down notes while listening to a conversation or a speaker. With a high mode value of 5 most of the respondents strongly agree and suggest to take down notes during a speech or an important discussion.

The component of remembering is linked to the Herzberg's motivational factor of recognition in order to achieve job satisfaction. Taking down notes and highlighting and remembering the key points from a speech allows employees to fill their colleagues in with information that they might have missed. This remembering phase shows the employees level of sincerity to the manager and he is able to get recognition for his remembering ability not just from the manager but also his colleagues.
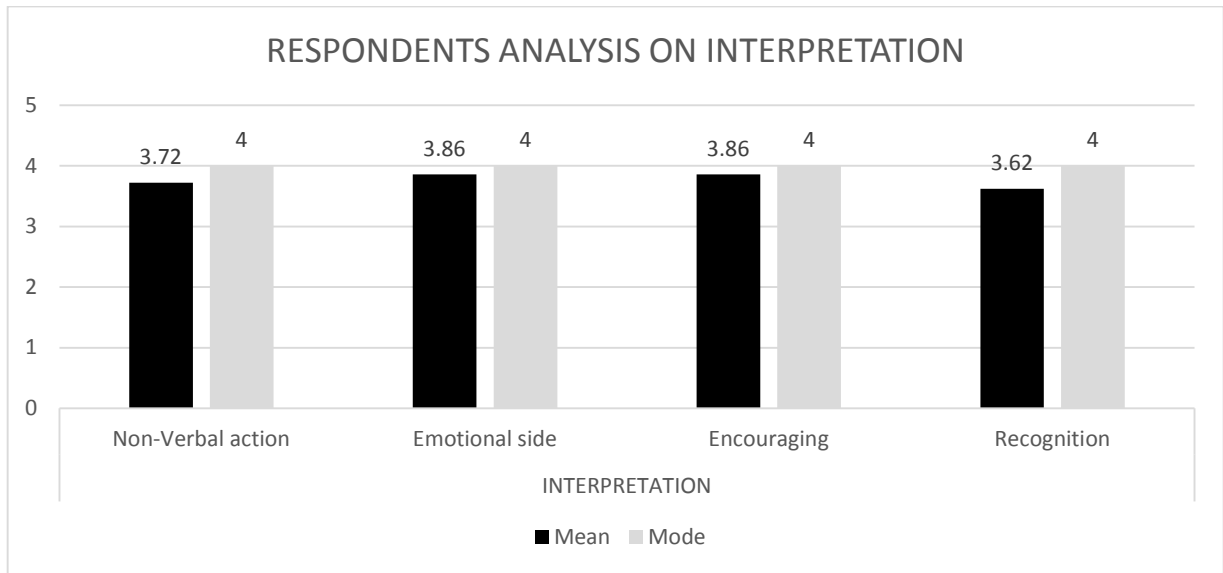
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Figure 7: Respondents perception on Interpretation

The graph represents the respondent's perception regarding the aspect of interpretation of the HURIER model. Interpretation plays a major role in effective listening. The way individuals might interpret what they listen to could make a big difference. For example, if a listener misses some fact and catches something else, they he might miss the complete concept of explanation and would have different opinions regarding the subject matter. Therefore it is very essential for employees to make correct interpretations. Most of the employees at Olam feel that it is essential to take into account the speakers non-verbal actions in order to interpret the listening more efficiently. Respondents with a mode value of 4 and mean of 3.86 feel that the listeners should also take into account the emotional aspect of the speaker in order to make better interpretations. Encouraging the speaker to speak more or in detail regarding the subject matter also provides a better room for interpretation with respondents scoring a mode value of 5 and mean of 3.86.

The component of interpretation is linked to the Herzberg's motivational factors of Job growth and recognition in order to achieve job satisfaction. Every employee give different interpretation to messages or what is being heard. Successful interpretation of the message or the subject matter by an employee portrays to the manager and his colleagues that the employee is sincere and is effective in taking instructions. This provides the employees in the organization with a chance for growth and being recognized within the organization. Based on the analysis, the employees show that there exists a mutual understanding between the speaker and the listener, which helps in the successful interpretation.
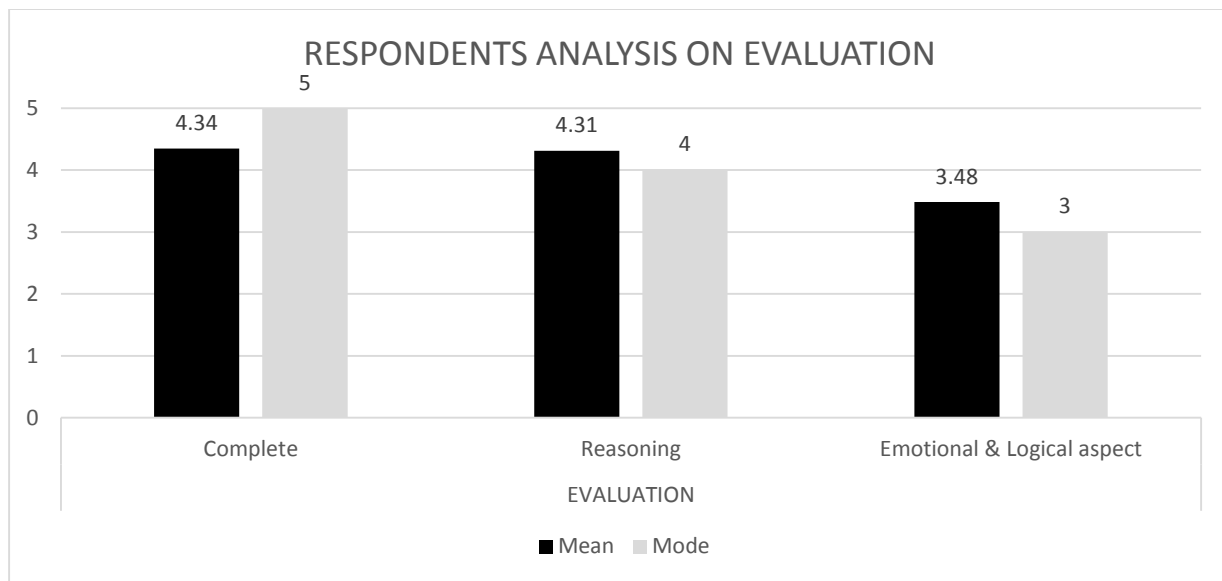
Figure 8: Respondents perception on Evaluation

As per the graph it can be seen that the majority of the respondents feel that it is best to wait for the speaker to finish what he is speaking before responding or evaluating his content of speech. The respondents scored a high mode value of 5 with a mean of 4.34 for this particular characteristic. While listening to a speaker or during a conversation it is best to evaluate the speech through logical reasoning in order to provide effective evaluation. Regarding the emotional and logical aspect it could be said that most of the respondents did not understand how to separate the two therefore score a low mode of 3 and a mean of 3.48.

The component of evaluation is linked to the Herzberg's motivational factor of Job challenges in order to achieve job satisfaction. Employees feel that evaluating the message heard successfully is one of the most difficult things to do. If the employee miss upon the reasoning of the context of the speech and focus on parts then the interpretation and the evaluation of what was heard is not effective. Therefore, when employees feel a stronger need for the speaker to finish speaker it is essentially a challenged for the listener to remember the content of the speech and also the key facts when questioning the speaker. This is a big challenge and employees indulging in questioning and reasoning for what they listened to provides a reason for job satisfaction.
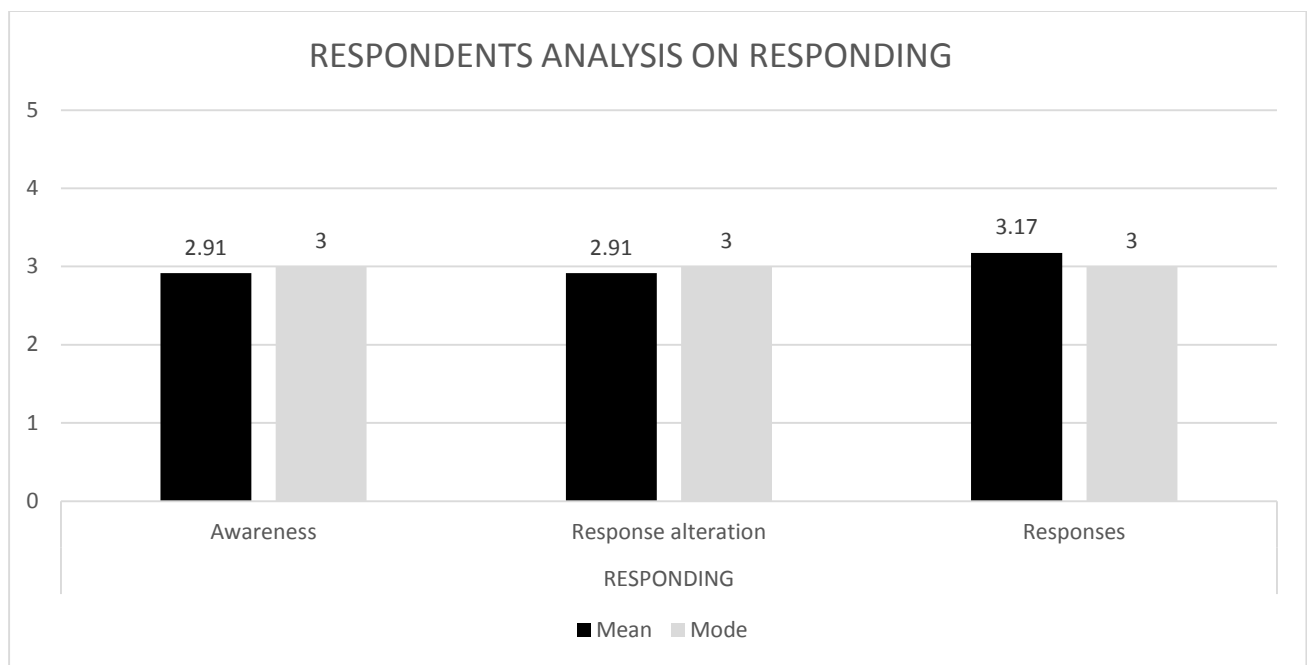
Figure 9: Respondents perception on Responding

As per the graph above it represents the final component of the HURIER model of listening where the employee perception towards responding or feedback has been analyzed. According the employees with a mode value of 3 and a mean of 2.91 it is very important to be aware of unintentional body language from the speaker as even by observing the body language one could listen to much more. With a mode of 3 and a mean of 2.91 it can said that employees must be careful of what they say to the speaker while he is speaking because it may tend to change his way of speaking or the content of speaking. It is best that employees consider and distinguish between all responses before providing a feed. Most employees provide a mixed response with a mode value of 3 and a mean of 3.17

The component of responding is linked to the Herzberg's motivational factors of achievement, growth and recognition in order to achieve job satisfaction. A successful analysis of the listening process allows employees to provide an effective response. This response or the activities performed after the listening process determines the success of the effective listening. From the above factors it can be seen that the employees is able to read not only what the speaker intends to say but also read through the body language and is able to respond accordingly. This aspect for the employee show that they are provided with a growth in career and their efforts are being recognized. Above all, successful response provides the employees with a sense of achievement.

3.2 Qualitative research and Analysis

The interview of 3 managers at Olam Nigeria Limited was conducted and the questions asked was meant to fulfill categories which would allow for inference of meaning as to what the situation of effective listening is perceived by the managers and how they manage the situation as regards to employee's job satisfaction.

Table 2: Interview Details on Listening and Job satisfaction

Factor	Response
Information gathering	**Manager 1: -** I depend on briefs from my subordinates for daily decision-making. **Manager 2: -** My position allows me to directly work with employees on a daily bases and I am always open to them for discussions **Manager 3: -** Direct interactions with employees are not necessary as I am able to track most of their work through our system. I discuss any pressing issues that may need clarification.

Researchers Viewpoint:

The responses of the managers interviewed implies clearly the importance of daily communication with employees were in most instances necessary for the purpose of information gathering, and where this was not possible, regular periodic review sessions were held to keep the information flow going and the managers well informed on developments on tasks and projects. In the particular case of manager 2, close proximity to the employees during work made it even less necessary to arrange formal meetings and reviews as he could rely solely on his power of observation.

Table 3: Interview Details on influence of time on Listening and Job satisfaction

Factor	Response
Time	**Manager 1: - "**I spend a lot of time daily receiving feedback from employees and clients" **Manager 2: -** "Although I don't need to receive a lot of feedback from employees, I still find a few hours for discussion with them" **Manager 3: -** "Listening to our employees helps us provide a valuable insight in to the conditions of work environment therefore it is important to give the time that might be needed".

Researchers Viewpoint:

Time plays a critical role in listening. It is well known that when a person is in a hurry and is constantly on the move, he or she pays very less attention. It is essential for managers to give time to listen to their employees. Giving time in a conversation helps the listener get a better chance of understanding what is being asked or told to him/her. Managers failing to give time to listen to problems or discussions with their employees tend to give an impression that they do not care what the employee is going through and this may tend to decrease job satisfaction. Employees need to be heard and managers must take out time to listen to his employee. The time spent by managers on receiving feedbacks from employees for previous communications varies. As most managers spend a good proportion of the time listening to employees reports on assignments and ultimately consider that as valuable. The other managers who do not have time for such meetings completely do not see it as necessary for the discharge of their daily duties.

Table 4: Interview Details on influence of hearing and remembering on Listening and Job satisfaction

Factor	Response
Listening, Hearing & Remembering	**Manager 1: -** "I nod my head and tell them I understand" **Manager 2: -** "I say "Understood", and I remember easily" **Manager 3: -** "To let the employee know that he is being heard to is to nod or look into his eyes"

Researchers Viewpoint:

The factor of listening, hearing and remembering translates to paying attention while listening, from the manager or supervisor is very important when it comes to listening to employees. All managers agreed on listening as a very important tool used to discharge their duties and respond positively to quarries about listening, hearing and remembering and further explained the mechanism and processes they adopted to clarify any breakdown in information flow. Moreover, in cases where this flow was not received by managers they sought to re-establish with their employees in order to listen and hear what was been said properly. Managers also responded that they did not have any problems remembering what they heard from their employees and what information or feedback they may have been listening to. When an employee is speaking about something and the listener is distracted or not paying attention to what is being said then it gives a negative impression in the mind of the employees that the manager does not care about their employees or their view points.

Therefore, as shown in the above table the most important aspect while listening is to give the speaker and impression that he is indeed being listened to and has all your attention. The most common ways to express this feeling of attentive listening is to either nod or maintain eye contact directly with the speaker or sometimes commenting or replying back to the speaker not in a way that it looks as if the listener is trying to cut or interrupt a conversation.

Table 5: Interview Details on influence of motivation and instructions on Listening and Job satisfaction

Factor	Response
Motivation & Instruction	**Manager 1: -** Regular sessions are held to train employees on effective communication skills (Listening included) **Manager 2: -** Listening is encouraged and hindrances are identified and eliminated **Manager 3: -** We train employees on listening skills

Researchers Viewpoint:

Motivation is said to work for everything, however when it comes to effective listening, the role of motivation is not enough to enhance the listening competence of employees. Employees are motivated to pursue leadership qualities by managers and regular training sessions are organized to help develop this leadership quality especially communication skills. Listening is emphasized upon by managers as it helps employees better understand messages and instructions necessary for carrying out their daily tasks and duties and also helps increase their wellbeing and sense of value as they can very well contribute to decision making process through their feedbacks. As Managers 1 and 2 mention trainings and seminars on effective use of listening can help employees to recognize the benefits of effective listening. However, it should not be expected that the employees would be engaged in effective listening at all times. It should be noted that listening is often influenced by the mood of the listener at that particular time. Other factors that could affect effective listening could be interest, problems, mind-set, time, etc. Keeping all the factors in check the manager must motivate the employees through tactful means. Managers are often seen to motivate employees for effective listening by engage themselves first in listening to their employees and their viewpoints.

Table 6: Interview Details on influence of body language on Listening and Job satisfaction

Factor	Response
Body Language	**Manager 1: -"** I do not find silence uncomfortable, and I always keep meetings short to maintain listening concentration" **Manager 2: - "**Short and concise meetings keep things smooth and timely" **Manager 3: -** "Nodding, and eye contacts are perhaps the most important features of body language for effective listening"

Researchers Viewpoint:

Body language is a very important aspect of not only speaking but also listening. While speaking to an audience, the speaker, no matter what position he holds in office, is worried how to engage the crowd into effective listening. The phobia of silence and no feedback from the audience is not a good sign for the speaker. As a speaker a manager needs to use his body language and make use of available "space" in order to create a maximum impact on interest and effective listening of the employees. While listening to the manager the employee provide feedback or communicate with them through body language primarily with nodding, looking at the manager while speaking and sometimes even asking questions or verifying some doubts which they might have had during the time of communication. Since a lot is made out of the body language and perception of interest in what is been said to managers by employees, the responses of managers interviewed indicated that they also saw this as a critical factor that could affect and influence effective listening and by extension the degree of wellbeing of the employee.

Table 7: Interview Details on influence of means of communication on Listening and Job satisfaction

Factor	Response
Means of Communication	**Manager 1: -** "The way we communicate with our employees is essential for effective listening" **Manager 2: -** "Face to face conversations are always better than telephonic communication for effective listening" **Manager 3: -** same

Researcher's Viewpoint:

The means by which managers communicate with their employees is crucial to understanding the nature of listening. Communication through emails or messages is not at all effective since they do not possess element of listening. However, during face-to-face conversations the manager could read whether the employee is engaged in effective listening or not. His body language, response, instant feedback would be a result of effective listening. By face-to-face communication, the manager is able to convey his message clearly to the employees whereas the employee through effective listening is able to grab the details of the conversation and this would result in work productivity. Engagement in effective listening allows employees to pay attention to work details and improve their quality of work, which in turn increase their job satisfaction.

Table 8: Interview Details on influence of Interest on Listening and Job satisfaction

Factor	Response
Interest	**Manager 1: -** "It is very important to create an interest for employees in order to create an atmosphere of effective listening" **Manager 2: -** "A long and boring conversation could lead to decrease in interest level from the audience" **Manager 3: -** "Even a regular meeting with employees could be made interesting"

Researcher's Viewpoint:

It is best known the proper way to gain attention or make the audience listen effectively is to create an interest for them. As managers if they follow the same boring procedures then sooner or later it would create a disinterest in employees and they might lose their attention by not making use of effective listening. Proper attention to details must be given by the managers in order to engage the employees into effective listening. When the interest is created, it automatically brings employees into attention and engages them in effective listening. Effort is therefore made by managers to show reasonable interest in what employees are saying and also pass on a positive body language that would not deter employees from communication or make them unnecessarily uncomfortable.

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Table 9: Interview Details on influence of gathering information on Listening and Job satisfaction

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Factor	Response
Gathering Information	**Manager 1: -** "Conversations can be lost at times and we might forget what we listened to. Therefore, it is best if we take down a note of something important" **Manager 2: -** "It is always best practice to highlight the key points of a conversation that you listened to" **Manager 3: -** "Taking down notes or making a memo isn't a bad practice after listening to a conversation"

Researcher's Viewpoint:

Gathering information from listening is a very important task. In today's fast paced world there are more chances that we might forget what we listened to and as a result lose some important facts. Therefore, it is best practice that when listening taking down a note or making a memo also helps to remember the facts or important message, which could be used or accessed in the future. Taking down notes or gathering information by listening also gives an impression to the employees that the manager is taking sincere attention to what is being said to him thus resulting in an increase in employee job satisfaction.

CONCLUSION

1. This research successfully established a relationship between the HURIER listen model and the Herzberg's motivational factors for employee job satisfaction. The components of the HURIER model was linked to the Hertzberg motivational factors for job satisfaction. This model was further used in developing the questionnaire to analyze how effective listening is achieved at Olam Nigeria Limited.

2. The empirical research analysis based on the developed questionnaire for investigation at Olam Nigeria Limited reveals; Hearing as a component of listening is most often mistaken for listening and organizations do not find the need to develop listening skills among employees. The research analysis on the organization further shows that the respondents are self-equipped to handle job challenges (multi-tasking) and able to avoid being distracted when listening to the manager or someone while speaking. It shows that employees are satisfied not just with themselves on being able to overcome the job challenges however, from the perspective of managers or the speaker the manner and position they speak in also helps to overcome the job challenges. Since, the employees are able to obtain information easily from the speaker they are able to gain recognition from their colleagues and managers.

In the aspect of understanding, the component of understanding was successfully linked to the Herzberg's motivational factors of advancement and growth in order to achieve job satisfaction. Employees at Olam Nigeria Limited are able to restate and clarify with the speaker or the manager implying that they have a good understanding on the subject matter. Understanding increases work productivity and work efficiency. An increase in work productivity and work efficiency enhance the employee's chances of growth and advancement within Olam Nigeria Limited. This aspect of grown and advancement provides the employees with a sense of job satisfaction.

3. Furthermore, Understanding requires more processing of the information conveyed which according to the model is known as "filters" to be able to pass accurate and non-biased judgment. Remembering is an important factor that is needed for future purpose to provide solution. Interpretation and evaluation of information content are possible key components to foster relationship and create an environment in the organization where free flow of information is enabled. Based on the analysis of the HURIER model, responding is the final out of the listening process. Effective listening will provide effective response.

This research theoretical reveals communication in organization is much more than sharing information between a sender and an intended receiver but rather as a process affected by other factors. Results suggests that for communication to be effective enough for organizations to attain the set goals and missions, it requires a proper communication structure, the right channel to disseminate information and practices that is easily transferable to new entrants so they get accustomed to the organization with not much difficulties. This is particularly important for organizations with large number of employees like Olam Nigeria Limited with a diverse culture and various sections and offices.

Furthermore, research also signifies that organizational culture is important for employee to be encouraged and accepted as part of the group vision of the organization. This can be achieved through effective listening and effective communication. Effective listening skills and training in organizations is very important for organization relationship and the smooth functioning of the workplace. Implementing listening, as part of the communication process should never be overlooked. Further finding from this research supported by theories indicates employee productivity as an individual choice, however effective organization communication is a core motivator for employees to attain productivity, succeed beyond expected capabilities and ultimately gain job satisfaction.

RECOMMENDATIONS

1. More research is needed on employees perspective in regards to organization communication and relation to job satisfaction. Based on this research there were many factors affecting this aspect of the organization. Investigation in this implies that the channel of information and modern day technology had a role to play in poor information transfer also and not just the content of the message or the qualities of the sender.

2. Organizational culture is prone to change since it is practiced by non-static but living entity. In my personal opinion, culture in the organization should be what the organization is, rather that it being practiced guided by a set of rules and regulation.

3. The difference in opinion and communication, specifically the effective listening of individuals in a situation requires more training for effective listening in organizations. This recommendation is backed by the fact that during the analysis of the interview that the managers feel that conducting training would be an effective way to enhance employee productivity and job satisfaction. It was also explored that weak listening skills changes perceptions and will eventually result to difficulty in fostering relationship, team building or even helping with a simple communication process in the organization.

4. There is a need by employees to receive more information and want to be involved more in the decision making process. Organization from top management should create and environment where on the average information sharing is open and free flowing especially in an organization like Olam Nigeria limited where there is diversity in culture and formal type of communication with a hierarchy structure is practiced.

5. This research also implies organization communication and employee job satisfaction may include more depth in its components, applying a mixed-method approach i.e. pairing the Herzberg's motivation model and HURIER listening model or some other elements of qualitative research approach to capture the affective aspects of these elements can help in better understanding of the reasons and behaviors behind survey responses.

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APPENDIX

QUESTIONNAIRE

HEARING	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
It is essential as a listener to focus entirely on the speaker					
I am engaged in multi-tasking at the time of listening					
It is best to eliminate distractions when listening					
Positioning is very important for hearing					
It is better to be prepared when listening					
UNDERSTANDING					
Restating is important to communicate that you understand what was being said					
Asking questions helps provide better understanding					
It is best not to interrupt the speaker					
Clarification with the speaker regarding subject matter can help in better understanding					
REMEMBERING					
Practicing to improve memory helps in remembering a communication					
Identify key points to remember and connect it with details for easy remembering					
Learning short and long term memories techniques enhance remembering power					
It is a good idea to take notes					

when listening					
INTERPRETATION					
Non-verbal actions of the speaker helps in better interpretation					
Focusing on emotional side of the speaker helps gain an effective interpretation					
Encouraging the speaker helps for an effective communication					
It is wise to recognize and account for individual differences when interpreting the speaker					
EVALUATION					
It is best to allow the speaker to finish before responding					
Usage of sound reasoning while making judgements gives a better evaluation					
It is wise as a listener to separate the emotional aspect from the logical aspect while evaluating					
RESPONDING					
Awareness regarding the unintentional nonverbal communication helps in better responding					
Recognizing how your response affect the speaker's decision while speaking helps in effective responding					
It is best to distinguish between the different types of responses in order to effectively respond					