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THE IMPORTANCE OF SOCIODEMOGRAPHIC CHARACTERISTICS AND PERSONALITY DIMENSIONS FOR COMMUNICATION SATISFACTION

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The subject matter of this research study is the importance of the sociodemographic characteristics and the personality dimensions of employees for communication satisfaction. This study is aimed at determining the significant influences and correlations between the main constructs within the research study conducted on a sample of 119 employees. The obtained results have shown that, except for the gender structure of the respondents, the other examined sociodemographic characteristics have an influence on certain dimensions of communication satisfaction. Correlations were also identified between certain personality dimensions and the dimensions of communication satisfaction. The research results have numerous practical implications. The quality of the interpersonal relationships between highly-educated employees and their supervisors needs to be improved by providing a greater autonomy and complex working tasks. It is also necessary to improve the bottom-up communication process for the purpose of enabling subordinates to express their ideas without barriers. Finally, it is recommended that employees with a high level of the personality dimensions 'Openness to new experiences' and 'Extraversion' should be in the positions in which they could achieve the best results.

Keywords: communication satisfaction, personality dimensions, 'Big Five theory', sociodemographic characteristics, employees

JEL Classification: Jo, M54, M50

INTRODUCTION

The success of modern participative management requires good organizational communication within

different levels (Swearingen, 2017). Changes in the attitudes of the management mainly manifested in raising the importance of interpersonal relationships and communication as important factors for successful teamwork ultimately provide positive repercussions for the organizational environment (Lee, Park & Lee, 2015). In contemporary business conditions, starting from top management and

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moving on to employees in subordinate positions, the human aspect of an organization must improve their communication skills in order to meet the current, as well as future, business challenges (Sievert, Rademacher & Weber, 2016; Barbour, Gill & Barge, 2018). Numerous researchers have focused on identifying the impact of organizational communication on employees' job satisfaction, organizational commitment, productivity, knowledge management, a knowledge share, innovations and overall business performances (Loebbecke, van Fenema & Powell, 2016; Mäntymäki, Riemer, 2016; Solaja, Idowu & James, 2016; Mehra & Nickerson, 2019). Taking into consideration relationships in everyday life and also those within an organization, relationships between people depend on individuals' skills and their ability to communicate with others. Numerous organizational problems might arise as a consequence of inappropriate communication between people, which could cause further problems related to the implementation of organizational plans (Ramdhani, Ramdhani & Ainissyifa, 2017; Swearingen, 2017). Communication is also an essential aspect in the establishment of a connection between an organization and its environment since only through exchanging information might managers become aware of customers' needs, governmental regulations, the availability of business suppliers or the overall community's need (Pearson, 2017). The importance of organizational communication could also be manifested through its two main functions: providing the basic information to employees, which are necessary for specifying their business tasks, and simultaneously also enabling employees to interact with their colleagues within a concrete business environment (including their co-workers and their supervisors) in order to meet interpersonal needs and provide their involvement in joint activities (Karanges, Johnston, Beatson & Lings, 2015).

There are different studies regarding the organizational communication, focused on researching the importance of communication satisfaction and its impact on employees' job satisfaction, productivity, or their organizational commitment (Steele & Plenty, 2015; Jalalkamali, Ali, Hyun & Nikbin, 2016; Vermeir, Blot, Degroote, Vandijck, Mariman, Vanacker &

Vogelaers, 2018). Besides, there is an increased interest of numerous researchers in the ways in which trust can be established between the management and employees, especially when analyzing the personality dimensions of successful managers and the impact of those dimensions on the establishment of the aforementioned trust are in question (Schnackenberg & Tomlinson, 2016; Bstieler, Hemmert & Barczak, 2017).

In respect of that, this research study was focused on the relationships between the dimensions of communication satisfaction and the 'Big Five' theory of personality, as well as the influence of employees' demographic variables on the dimensions of communication satisfaction. This research study was conducted in the Electrical Power Production of Serbia (EPS) company, which is a large organization about to face major changes in its organizational structure, including possible job losses in the near future and the process of transition to other entrepreneurial sectors. In many European countries, especially so in those in transition, the problem of the restructuring of industrial (especially mining) areas is very pronounced. Hence, economic development planners are increasingly considering the possibility of accelerating the development of the service sector, especially tourism. The awareness of a future transformation is intensively present amongst the employees of this organization, and the obtained results were analyzed against that environment, which might particularly reflect on the communication satisfaction of the employees with higher education, who are often employed in managerial positions and who expect to be well-informed about upcoming changes. This is important, taking into account the fact that the success of the implementation of changes often depends on highly-educated employees.

ORGANIZATIONAL COMMUNICATION

Communication, both internal and external, plays an important multidimensional role in the organizational environment. With respect to that, successful communication provides the clarity of business

tasks, a reduction in the sense of uncertainty among employees, which is especially important during the implementation of the organizational restructuring process, and it could also facilitate the process of solving conflict situations. It might also increase employees' sense of organizational commitment and their trust in supervisors and co-workers, reduce the sense of the existence of a distance between subordinates and supervisors, ensure a higher degree of readiness to accept changes and obtain feedback on the quality of performed business tasks and proposals for changes. Besides, it might also reduce the cultural distance in international cooperation (Men, 2015; Jacobs, Yu & Chavez, 2016; Král & Králová, 2016; Malhotra & Ackfeldt, 2016; Solaja, Idowu & James, 2016). Organizational communication also plays an important role in raising employees' motivation by allowing them to express their feelings (Posey, Roberts & Lowry, 2015; Ramadanty & Martinus, 2016). Its role is particularly evident in the fact that working in a collective is the basic source of social interaction for the majority of employees. Organizational communication is also important for the overall decision-making process due to the fact that communication provides information necessary for making various decisions (Claeys & Coombs, 2019).

There is no doubt that, in modern management approaches, communication is more important comparing to the era of classical management. Perhaps more than any other organizational activity, organizational communication used to focus on formal 'top-down' communication in the past (Banks, Pollack & Seers, 2016). Informal communications, primarily related to interpersonal horizontal communications, were considered as an obstacle to effective organization. Nowadays, this is no longer the case and the informal aspect of communication is considered as significant and unavoidable for achieving employees' satisfaction (Ruben & Gigliotti, 2017). Directive (authoritarian) and controlled communication is still directed from the management towards employees, although certain upstream mechanisms, such as 'boxes for suggestions' or 'complaint systems', are increasingly implemented in the organizational environment

(Král & Králová, 2016; Ruben & Gigliotti, 2017). The main goals of communication are expanded, from those suggesting that communication should only provide a transfer of instructions on business tasks to the creation of the communication that ensures that employees feel needed and satisfied within their business environment. Nowadays, organizational communication is not only a medium for speaking with employees, but also a medium through which managers listen to what employees have to say (Ramadanty & Martinus, 2016; Claeys & Coombs, 2019). As has already been mentioned, communication with employees is extremely important during the time of organizational changes. Employees might be afraid of the consequences of such changes; they might be wondering whether they will retain their jobs and their current positions, or not, and what their future will look like. Given the fact that uncertainty in the organizational environment might reduce employees' productivity, it is important to communicate with them regarding the ongoing and future changes (Král & Králová, 2016).

COMMUNICATION SATISFACTION

Research related to communication effectiveness usually considers the level of employees' communication satisfaction and constitutes an important aspect of a wider research area of organizational communication, which is researched by different authors with various established criteria for its measurement (Chan & Lai, 2017). M. L. Hecht (1978) provided the following definition of communication satisfaction: '*Communication satisfaction is a socioemotional consequence arising from the communication interactions*'. Numerous studies were focused on researching the correlation between communication satisfaction and job satisfaction (Steele & Plenty, 2015; Jacobs *et al*, 2016; Raina & Roebuck, 2016). The impacts of employees' communication satisfaction on their productivity, job performances and organizational commitment are also important issues, addressed by different authors (Gray & Laidlaw, 2004; Loebbecke *et al*, 2016; Solaja *et al*, 2016; Mehra & Nickerson, 2019).

Various questionnaires were formed in order to measure the level of communication satisfaction within an organization. One of the basic questionnaires was that given by C. W. Downs and M. D. Hazen (1977). J. Gray and H. Laidlaw (2004) pointed to a comprehensive bibliography in the field of measuring communication satisfaction, pointing out some of the most commonly observed dimensions of communication satisfaction: *organizational integration*, which includes employees' satisfaction with information about their direct business environment and also refers to departmental divisions and personal information; *the communication climate*, which - covers the extent to which communication within an organization motivates its employees to focus their efforts on the achievement of the main organizational goals and also the level at which employees consider communication within the organization to be appropriate; *the media quality*, which implies obtaining employees' satisfaction with respect to the overall process of conveying information: whether meetings are well-organized or not, whether written documentation is clear enough or not and whether the amount of information is appropriate or not; *communication with co-workers*, which includes the extent to which employees provide feedback to their superiors and the extent to which they initiate communication with their superiors, too; *personal feedback*, which implies obtaining employees' satisfaction related to feedback on their performances; *communication with supervisors*, which includes employees' satisfaction with the supervisor's openness to new ideas, his/her ability to listen to and care for his/her employees, and the extent to which the supervisor helps them in solving the problems in the workplace; *the organizational perspective*, which implies the extent to which employees receive information from the legal and the economic environments, including information on changes within the organization comprising employees' awareness of organizational policies and further plans (Down & Hazen, 1977; Gray & Lidlaw, 2004; Dibb & Fisk, 2005; Hadžić and Nedeljković, 2009; Simoes, Chan & Lai, 2017).

PERSONALITY DIMENSIONS ACCORDING TO 'BIG FIVE' THEORY

Since business communication takes place between individuals often characterized by different personality dimensions, it is important to determine how each of the 'Big Five' personality dimensions might affect their behavior within the organization. This is important primarily because of the fact that each 'Big Five' personality dimension might shape the openness/shyness of employees for communication, together with the other aspects of business behavior. The aforementioned 'Big Five' personality dimensions theory provides us with the personality dimensions termed as: Extraversion, Agreeableness, Conscientiousness, Openness to New Experiences, and Neuroticism (Digman, 1990; Costa & McCrae, 1992; Judge & Zapata, 2015; Ngeek, 2015; Marchand & Vandenberghe, 2016; Kaczmarek & Kaczmarek-Kurczak, 2017; Anwar, Shah, Khan & Khattak, 2018).

Extraversion: An individual characterized by a high degree of extraversion is socially active and such a person usually has many friends, feels good in a group environment and is very popular in it. Such a person seeks new experiences, as well as complex and diverse business tasks. In the organizational context, an individual with a high degree of extraversion is friendly-oriented in communication with others, sometimes relying on other people without even sufficiently knowing them (Kaczmarek & Kaczmarek-Kurczak, 2017).

Agreeableness is determined by several subdimensions, such as being considerate and gentle towards others; it is also characterized by a lack of dominance over others, conflict avoidance and willingness to forgive. Such a person is sensitive and altruistic to other people, but also expects to be treated in the same way by others. People with a high degree of this personality dimension are good team members, due to the fact that they interact with each other in order to bring harmony into teamwork. However, such individuals are often not successful as leaders as they prefer to work in the 'background'. In general, they keep their opinions to themselves so as to avoid possible conflicts (Judge & Zapata, 2015).

Conscientiousness implies adhering to the rules, perfectionism, a systematic approach to the planning and execution of business tasks. A high level of the Conscientiousness personality dimension in a business environment implies a person focused on business tasks and their timely implementation and consistent throughout the implementation of established rules, which largely determines the overall communication of such a person with other team members (Anwar *et al*, 2018).

Openness to new experiences implies independence, intellectual efficiency, intellectual curiosity. An individual with a high degree of openness to new experiences is original, creative and curious, with the expressed belief that changes would lead to achieving a better situation within the organizational environment. When analyzing a situation, such a person chooses to form a global picture of it and does not insist on the details that are not crucial, which is also conveyed in the manner of the overall communication of such a person within the organization (Ngeek, 2015).

Neuroticism: An individual with a high degree of neuroticism is difficult to fit in with other team members in their teamwork, because such a person does not have an optimistic approach to business tasks and obviously lacks the belief in the possibility of their successful realization, on the one hand, whereas on the other, this individual could also consider that a minor failure might become a serious obstacle to further work, which hinders the communication of these individuals within the organization. Another important subdimension of the negative affective personality is the time necessary for such a person to recover from stress. An individual with a high degree of neuroticism is characterized by a long recovery time from the moment of the occurrence of a stress and such a person is prone to the pessimistic interpretation of conflict situations (Marchand & Vandenbergh, 2016).

In addition to the personality dimensions, communication within an organization could also be influenced by the different sociodemographic characteristics of its employees (Janssen, Ruiter &

Waters, 2018). In respect of that, it is important to do research into the degree to which all these different factors influence communication satisfaction within an organization.

RESEARCH METHODOLOGY

The sample consists of 119 employees of "Electrical Power Production of Serbia" (EPS). The male respondents represent the majority of the sample (62%) in comparison with the female respondents (38%). According to the respondents' age, the majority of them are between 41 and 50 years of age (41.18%). The sample also includes 24.37% of the respondents between 50 and 65 years of age and 23.53% of those between 31 and 40 years of age, whereas the minority of the respondents belong to the group of the youngest, namely those of up to 30 years of age (10.92%). According to the respondents' working tenure, the sample includes 25.21% of the respondents with a work tenure ranging from 21 to 25 years, 21.01% of those with a work tenure between 16 and 20 years, together with 20.16% of the respondents exceeding a business experience of 25 years. A slightly lower percentage of the respondents have up to 5 years of the working tenure (17.65%) and between 6 and 10 years of the working tenure (14.29%), whereas the minority of the respondents have a working tenure between 11 and 15 years (1.68%). The majority of the respondents received a university (four-year) education degree (52.10%) and 32.77% of them have a high-school education degree, whereas the minority of the respondents belong to the category of those with a college (two-year) higher education degree (11.77%). According to the respondents' job positions, 77.31% of them are employed in subordinate positions, whereas 22.69% of them work in supervisory positions. The respondents participated in the research study on a voluntary basis. They were informed that the results would only be used for a scientific purpose.

The data were collected based on the survey research distributed by the coauthors in the period between April and June 2018, all in cooperation with the managers and the psychologist employed in the

Kolubara Basin (a branch of the Electrical Power Production of Serbia). The respondents were informed that the research study was anonymous and that they would answer the questions on the standard-method basis, i.e. with the pen and paper. The collected data were analyzed by SPSS 17.0, based on the descriptive statistics, a correlation analysis and the analysis of the variance.

The following hypotheses will be tested in the paper:

- H1: There is a significant difference in the dimensions of communication satisfaction based on the respondents' demographic characteristics.
- H2: There is a significant correlation between the personality dimensions according to the 'Big Five' theory and the dimensions of communication satisfaction.

The research study was conducted based on a questionnaire divided into three parts. The first part consisted of the items related to the respondents' demographic characteristics (the gender, age, the education degree, the working tenure, the job position). The second part contained the items from the standardized questionnaire formed for the purpose of analyzing communication satisfaction (Down & Hazen, 1977) that was used to measure the seven dimensions of communication satisfaction (Communication Climate, Communication with Supervisors, Organizational Integration, Media Quality, Communication with Co-Workers, Personal Feedback, Organizational Perspective). The third group of questions was focused on the five personality dimensions: Extraversion, Neuroticism, Conscientiousness, Agreeableness and Openness to New Experiences. These personality dimensions were measured by means of the scale established by P. J. Howard and J. M. Howard (2000), which included 25 items.

RESULTS

According to the research results presented in Table 1, it could be noticed that, in the case of the personality

dimensions, the employees gave the highest grade (6.22) to the Conscientiousness personality dimension, whereas the lowest grade (4.25) was recorded for the Neuroticism personality dimension.

Table 1 The descriptive statistics for the dimensions of personality and communication satisfaction ($N = 119$)

Dimension	Mean value	Standard deviation	α coefficient
Neuroticism	4.25	1.30	0.72
Extraversion	5.72	1.22	0.78
Openness for new experiences	5.57	1.02	0.82
Agreeableness	5.81	1.15	0.75
Conscientiousness	6.22	0.90	0.81
Personal feedback	4.58	2.34	0.94
Organizational integration	5.14	1.74	0.89
Communication climate	3.11	1.88	0.92
Organizational perspective	4.39	4.10	0.90
Media quality	5.26	3.39	0.96
Communication with supervisors	6.64	2.29	0.92
Communication with co-workers	7.05	4.70	0.89

Source: Authors

In the case of the dimensions of communication satisfaction, based on the research results also presented in Table 1, the highest grade (7.05) was evidently achieved for the Communication with Co-Workers dimension of communication satisfaction, whereas the lowest (3.11) grade was recorded for the Communication Climate dimension of communication satisfaction.

The influence of the employees' demographic characteristics on the dimensions of communication satisfaction was tested based on the ANOVA

test. According to the research results shown in Table 2, a significant difference was recorded for the Organizational Integration dimension of communication satisfaction according to the employees' age ($F = 3.02$; $p = .033$), whereas according to the respondents' age, no significant differences were found for the other dimensions of communication satisfaction.

Table 2 Organizational integration and the respondents' age

Age	Organizational integration			
	Mean value	Standard deviation	<i>F</i>	<i>p</i>
Up to 30	5.36	2.52	3.02	.033
31-40	5.40	1.74		
41-50	5.43	1.52		
50-65	4.32	1.48		

Source: Authors

The research results did not point to significant differences in the dimensions of communication satisfaction according to the respondents' gender and working tenure. However, according to the respondents' education degree, significant differences were found for the following dimensions of communication satisfaction: Organizational Perspective ($F = 5.58$; $p = .005$), Media Quality ($F = 8.33$; $p = .001$) and Communication with Supervisors ($F = 3.80$; $p = .025$), whereas the research results did not point to any significant differences for the other dimensions of communication satisfaction based on the respondents' education degree. The results are accounted for in Table 3. It should be emphasized that the respondents with primary school were excluded from the statistical analysis due to a small number of the respondents who belonged to this group (only four of them).

The research results indicated a significant difference in the Communication with Co-Workers dimension of communication satisfaction ($F = 4.64$; $p = .033$) according to the respondents' job position, which can be seen in Table 4. On the other hand, the research

Table 3 The dimensions of communication satisfaction and the respondents' education degree

Education degree	Organizational perspective			
	Mean Value	Standard deviation	<i>F</i>	<i>P</i>
High-school	4.98	1.97	5.58	.005
College (two-year studies)	5.29	2.02		
University (four-year studies)	3.87	1.88		
Education degree	Media quality			
	Mean Value	Standard deviation	<i>F</i>	<i>P</i>
High-school	5.89	1.92	8.33	.001
College (two-year studies)	6.15	1.54		
University (four-year studies)	4.65	1.61		
Education degree	Communication with supervisors			
	Mean Value	Standard deviation	<i>F</i>	<i>P</i>
High-school	7.08	2.52	3.80	.025
College (two-year studies)	7.63	1.99		
University (four-year studies)	6.12	2.28		

Source: Authors

results did not point to any significant differences in the other dimensions of communication satisfaction, based on the respondents' job position.

Table 4 Communication with co-workers and the respondents' job position

Job position	Mean Value	Standard deviation	F	p
Subordinates	6.82	2.26	4.64	.033
Supervisors	7.83	1.63		

Source: Authors

Based on the presented research results, hypothesis H1 is partly confirmed. The research results have shown that there is a significant correlation between the respondents' demographic variables and the specific dimensions of their communication satisfaction.

Besides, the research results have shown is the existence of a significant correlation between the following variables: Extraversion and Communication with Supervisors, as well as between Openness to New Experiences and Communication with Supervisors. Also, it can be noted that there is a significant correlation between Extraversion and Communication with Co-Workers, as well as between

Extraversion and Media Quality, which is possible to see in Table 5.

According to presented research results, hypothesis H2 is partly confirmed. The research results have shown that there is a significant correlation between the specific personality dimensions according to the 'Big Five' theory, on the one hand, and the specific dimensions of communication satisfaction, on the other.

DISCUSSION

The research results pointing to the fact that there is a significant difference in the assessment of the Organizational Integration dimension of communication satisfaction according to the respondents' age between the second group (from 30 to 40 years of age) and the fourth group (from 50 to 65 years of age), as well as between the third (from 40 to 50 years of age) and the fourth groups of the respondents (over 50 years of age). One of the items for measuring the respondents' communication satisfaction with respect to Organizational Integration was oriented towards determining the degree of the respondents' awareness of their business tasks and role in the overall activities of the organization. The fourth group of the employees gave a significantly lower score for the aforementioned dimension comparing to the second and the third groups of the respondents.

Table 5 The correlation between the dimensions of personality and communication satisfaction

Dimensions	Communication with supervisors	Communication with co-workers	Communication climate	Organizational integration	Media quality	Organizational perspective	Personal feedback
Extraversion	0.27**	0.20*	0.12	0.17	0.19*	0.18	0.18
Neuroticism	-0.02	-0.14	0.18	-0.10	0.05	0.13	0.05
Openness to new experiences	0.19*	0.16	0.01	0.15	0.08	0.12	0.15
Agreeableness	0.78	0.08	-0.02	0.09	0.11	0.11	0.10
Conscientiousness	0.83	0.13	-0.04	0.09	0.09	0.09	0.04

* Correlation is significant at the .05 level (2-tailed) ** Correlation is significant at the .01 level (2-tailed)

Source: Authors

One of possible explanations might relate to the fact that it is not necessary to provide more information on Organizational Integration for the oldest employees. Bearing in mind their age and business experience, the employees from the aforementioned category could gain an insight into Organizational Integration even with less information.

The research results pointed to a significant difference in the assessment of the Organizational Perspective dimension of communication satisfaction according to the employees' education degree between the second (a high-school degree) and the fourth (a university education degree) groups, as well as between the third group (a college education degree) and the fourth group of the respondents (a university education degree). The lowest grade for Organizational Perspective (3.87) was given by the respondents with a university education degree, only to be followed by those holding a high-school education degree (4.98), whereas the highest grade was recorded for the group of the respondents who hold a college education degree (5.29). One of possible explanations for the obtained result could relate to the fact that the management of the researched organization estimate that the employees with a high-school education degree who are typically entrusted with less complex business tasks and whose activities are not so exposed to the necessity for changes and innovations do not need more information in order to successfully complete their business tasks, so these employees could consider that they are relatively well-informed.

On the other hand, the employees with a higher education degree mainly work on complex business tasks, which fact increases their need for having a broader insight into the overall activities of the organization, which might be one of the main reasons for their need for a better Organizational Perspective, which resulted in their lower satisfaction with this dimension.

The obtained results are indicative of the fact that the employees with higher education also cherish higher expectations with respect to this dimension of communication satisfaction, which results in their

lower evaluation of Organizational Perspective. Furthermore, the research results point to the fact that there is a significant difference in the assessment of the Media Quality dimension of communication satisfaction between the second and the fourth, as well as the third and the fourth, groups of the respondents. The highest grade (6.15) was given by the employees holding a college education degree, only to be followed by those with a high-school education degree (5.89), whereas the lowest grades were given by the respondents holding a university education degree (4.65). The explanation is similar to the previous dimension of communication satisfaction. Furthermore, there are significant differences in the assessment of the Communication with Supervisors dimension of communication satisfaction between the second and the fourth groups, as well as the third and the fourth groups of the respondents, whereas the order is the same as in the previous two results. The highest grade (7.63) was given by the employees with a college education degree, only to be followed by the grade (7.08) of the employees with a high-school education degree, whereas the lowest grade was given by those holding a university education degree (6.12). The need for self-fulfillment, together with the complexity of business tasks and involvement in teamwork, increases the need of the employees with a higher education degree for a better communication with their supervisors, so their expectations in relation to the high quality of communication with their supervisors are also higher. The employees with a high-school and college education degrees demonstrate a lower need for communication with their supervisors, because their Communication with Supervisors is predominantly 'top-down' oriented, which is considered as an 'acceptable' form of communication amongst these employees. Hence, their level of expectations for the two-way orientation of Communication with Supervisors is lower, whereas their satisfaction with communication with superiors is higher, which is opposite in comparison with the category of the employees with a university education degree.

The research results also pointed to a significant difference in the assessment of Communication with Co-Workers dimension of communication satisfaction

according to the respondents' job position. The employees in the managerial positions expressed significantly greater satisfaction with Communication with Co-Workers comparing to the employees in the subordinate positions, which might indicate that the communication of the managers with their employees is mainly 'top-down oriented. This means that it is the manager who is often the initiator of organizational communication where he/she has a dominant role, which also means that the manager is he who determines the topic and flow of a conversation, which creates a sense of a communication success for the manager, and potentially also the impression of almost one-way communication for the subordinates who communicate with the manager, due to the fact that the manager does not show any particular interest in the employee's reaction to the forwarded message. This kind of communication is not unusual in transitional society, such as Serbia, which is still influenced by traditional authoritarianism. Subordinates are not ready to accept this form of communication as appropriate; therefore, it is understandable that their communication satisfaction is significantly lower comparing to that of their managers.

A Positive correlation between the Extraversion personality dimension and the Communication with Supervisors, Communication with Co-Workers and Media Quality dimensions of communication satisfaction is understandable since an extrovert is open up to cooperation with the supervisor and co-workers. Due to the fact that an individual with a high level of Extraversion is prone to seeking complex and various business tasks, it is clear why this dimension of the employee's personality is positively correlated with the Communication with Supervisors who are able to recognize and adequately reward the employees who are ready to face complex business tasks. An extrovert is also socially and friendly oriented towards other people (Kaczmarek & Kaczmarek-Kurczak, 2017). Bearing in mind these main characteristics of an extrovert, such a positive correlation with Communication with Co-Workers is understandable. A significant positive correlation was also recorded between the Openness to New Experiences personality

dimension and Communication with Supervisors. An individual with a high degree of Openness to New Experiences is creative and believes that change may improve a general organizational situation. In the organizational context, this personality dimension is appropriate for all the jobs that require a non-standard mindset and a creative approach to problem solving. An open-minded employee will probably be well-received by the supervisor. If these employees' creative approach to problem solving is noticed and adequately rewarded by the supervisor, there is a clear positive correlation between the Openness to New Experiences personality dimension and the Communication with Supervisors dimension of communication satisfaction.

CONCLUSION

The importance of doing research in communication satisfaction is especially pronounced in a time of rapid changes, which is one of the consequences of modern trends in technology, politics and the economy. The obtained results have shown that the existence of significant differences between employees' demographic variables and the specific dimensions of communication satisfaction. The research results could not only contribute to the organizations that are the subject-matter of this research study, but also to all organizations of a similar business profile, especially in countries in transition. The obtained results could also serve as the basis for the development of industrial tourism, which could reduce the negative outcomes caused by transition and different organizational changes throughout the restructuring process.

The fact that the employees with a high education degree gave a low grade for satisfaction with respect to Organizational Perspective should encourage the management to improve this form of communication, which could be of particular importance in the period of conducting organizational transformations. This involves the establishment of quality communication channels at an interpersonal level (relationships between the employees), as well as an adequate

distribution of information to all employees through organizing regular meetings and other communication methods within the organization. The establishment of an open Communication Climate that would improve interpersonal communication channels would also increase the employees' satisfaction in respect of communication media, while it would also significantly improve the employees' development programs, which should be established in order to remove the barriers to achieving organizational effectiveness.

Supervisors should analyze the reasons for the relatively low satisfaction with communication with them expressed by the employees holding a higher education degree due to the fact that communication between supervisors and employees with a higher education degree might be critical in the period of an ongoing upcoming transformation process. As the reasons for such an assessment could be various, starting from the feeling of insufficient involvement in the decision-making process, via the absence of information on business performances, to insufficient assistance in resolving potential conflicts or business tasks, especially in teamwork, it is necessary for the top management and direct supervisors to engage themselves in overcoming the possible problems that could be particularly pronounced in a period of changes. A good relationship with the supervisor is an important factor for increasing employees' readiness for changes, which is one of the most important prerequisites for a successful implementation of changes.

In order to fully understand the reasons for the distribution of the Media Quality assessment according to the respondents' education degree, where the employees with the highest level of education are least satisfied with Media Quality, it would be necessary to analyze the quality of the communication channels in detail (whether meetings are organized at the level of different sectors where employees could be informed about problems, results and future transformations, or not; what quality organizational leaflets are and which information is presented in

them, e.g. whether those pieces of information are in the domain of economic-legal or engineering problems). Employees with a higher education degree are usually responsible for administrative and financial business tasks and significant changes are being made in this field in Serbia, which is the main reason why more information in this field is given in organizational leaflets comparing to the information provided in the field of technical innovations. As the researched organization belongs in the mining sector, it is possible that the engineering staff might find they are not sufficiently informed about the issues that they are mostly interested in. Therefore, the main task of the management is to identify the real reasons for the low assessment of Media Quality by the employees with a higher education degree, on the one hand, and take appropriate measures so as to increase the rating of this factor of communication satisfaction, on the other.

The research results provided an indication of communication satisfaction within the researched organization, but such research should only be the first step towards the improvement of communication satisfaction among the employees. Communication satisfaction surveys should be conducted within the organization involving the human resources management team in order to identify the main barriers to improving communication by conducting a research study of the employees' attitudes towards the quality of their communication with the supervisor. This could be achieved through an open interview, considering the possibilities of improving organizational communication, especially by applying modern information and communication technologies and making proposals for the changes in the organizational structure that would lead to the creation of new communication channels or the redefining of the role of the existing ones.

The research results have revealed that the influence of certain dimensions of personality on certain aspects of communication satisfaction is undoubted. This correlation is certainly influenced by the specificity of the workplace and, therefore, it would be useful for the

management, in consultation with psychologists, on the occasion of selecting candidates and recruiting or selecting supervisors and subordinates with respect to the alignment of their personality dimensions with the characteristics of a specific workplace. For example, extraverted employees would express a high level of business performances within the positions that require frequent communication with other employees, supervisors, as well as customers buying products or services. Besides, employees with the expressed personality dimension of Extraversion are excellent team members due to the fact that they are characterized by the predominance of empathy and sociability. Therefore, when forming teams, the management of the organization should provide an opportunity for the employees with the pronounced Extraversion personality dimension to be part of a team in accordance with their knowledge. According to the research results, there is a significant correlation between the employees' Openness for New Experiences personality dimension and their satisfaction with Communication with Supervisors, which further implies that managers should provide adequate working conditions for employees when they recognize a pronounced level of this personality dimension, which will contribute to the full realization of innovation and the intellectual curiosity of these employees.

The results of this type of research within different business sectors could make a significant contribution to gaining in efficiency in managing organizational changes, improving business performances and increasing employees' organizational commitment, which would undoubtedly affect the overall efficiency of the economy.

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ZNAČAJ SOCIO-DEMOGRAFSKIH KARAKTERISTIKA I DIMENZIJA LIČNOSTI ZAPOSLENIH ZA ZADOVOLJSTVO KOMUNIKACIJOM

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Predmet istraživanja je značaj socio-demografskih karakteristika i dimenzija ličnosti zaposlenih za njihovo zadovoljstvo komunikacijom. Cilj je da se utvrde statistički značajni uticaji i korelacije između glavnih konstrukata u istraživanju sprovedenom na uzorku od 119 zaposlenih. Dobijeni rezultati su pokazali da, izuzev polne strukture ispitanika, sve ostale ispitivane socio-demografske karakteristike imaju uticaj na pojedine dimenzije zadovoljstva komunikacijom. Utvrđene su i korelacije između određenih dimenzija ličnosti i pojedinih dimenzija zadovoljstva komunikacijom zaposlenih. Dobijeni rezultati imaju niz praktičnih implikacija. Potrebno je poboljšati kvalitet interpersonalnih relacija između visokoobrazovanih zaposlenih i njihovih nadređenih, što se može realizovati pružanjem veće autonomije u radu i izazovnijih radnih zadataka. Pored toga, potrebno je poboljšati uzlazne komunikacione kanale kako bi zaposleni na izvršnim radnim pozicijama nesmetano predstavili svoje ideje nadređenima. Zaposlene sa izraženim dimenzijama ličnosti Otvorenost za nova iskustva i Ekstraverzija je poželjno postaviti na one radne pozicije gde bi, u skladu sa njihovim znanjima, ostvarili najbolje rezultate.

Glavne reči: komunikaciono zadovoljstvo, socio-demografske karakteristike, dimenzije ličnosti, teorija 'Velikih pet', zaposleni

JEL Classification: Jo, M54, M50

UVOD

Za uspeh savremenog participativnog menadžmenta neophodna je kvalitetna organizaciona komunikacija na svim nivoima (Swearingen, 2017). Promene u

stavovima menadžmenta, koje se manifestuju u davanju većeg značaja interpersonalnim odnosima i komunikaciji, kao važnom faktoru za uspešan timski rad, u krajnjem ishodu imaju mnoge pozitivne reperkusije po organizaciju (Lee, Park & Lee, 2015). U savremenim uslovima poslovanja, ljudska strana organizacija, od vrhovnog menadžmenta do zaposlenih na izvršnim pozicijama, mora da poboljša svoje komunikacijske sposobnosti kako bi zadovoljili

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današnje izazove, ali i one koji dolaze sutra (Sievert, Rademacher & Weber, 2016; Barbour, Gill & Barge, 2018). Brojni istraživači su se bavili ispitivanjem uticaja organizacione komunikacije na zadovoljstvo poslom, privrženost organizaciji, produktivnost, upravljanje znanjem (*knowledge management*), deljenje znanja (*knowledge share*), inovacije, ukupne radne performanse (Loebbecke, van Fenema & Powell, 2016; Mäntymäki, Riemer, 2016; Solaja, Idowu & James, 2016; Mehra, Nickerson, 2019). Odnosi među ljudima kako u svakodnevnom životu, tako i u organizaciji zavise od toga koliko pojedinci uspevaju da međusobno uspešno komuniciraju. Mnogi problemi u organizaciji nastaju kao posledica loše komunikacije među ljudima, koja može dovesti do loše realizacije organizacionog plana (Ramdhani, Ramdhani & Ainissyifa, 2017; Swearingen, 2017). Komunikacija je neophodna i u povezivanju organizacije sa njenim okruženjem, jer samo kroz razmenu informacija menadžeri postaju svesni potreba kupaca, državne regulative, dostupnosti dobavljača ili brige za zajednicu (Pearson, 2017). Značaj komunikacije u organizaciji se, pored ostalog, manifestuje kroz dve funkcije koje obavlja: komunikacija snabdeva zaposlene potrebnim informacijama za preciziranje radnih zadataka i komunikacija omogućava zaposlenima da stupe u interakciju sa kolegama na poslu (saradnicima i supervizorima) u cilju ispunjavanja interpersonalnih potreba i uključivanja u zajedničke aktivnosti (Karanges, Johnston, Beatson & Lings, 2015).

Među radovima koji se bave organizacionom komunikacijom, posebno su brojni oni koji istražuju značaj komunikacionog zadovoljstva i njegovog uticaja na zadovoljstvo poslom, produktivnost ili privrženost organizaciji (Steele & Plenty, 2015; Jalalkamali, Ali, Hyun & Nikbin, 2016; Vermeir, Blot, Degroote, Vandijck, Mariman, Vanacker & Vogelaers, 2018). Pored toga, uspostavljanje poverenja između menadžmenta i zaposlenih, takođe, predstavlja temu koja privlači sve veću pažnju istraživača, naročito kada je u pitanju analiziranje osobina uspešnih menadžera i uticaja tih osobina na uspostavljanje već pomenutog poverenja (Schnackenberg & Tomlinson, 2016; Bstieler, Hemmert & Barczak, 2017).

U skladu sa navedenim, ovo istraživanje je obuhvatilo relacije između dimenzija komunikacionog zadovoljstva i dimenzija ličnosti prema modelu 'Velikih pet', kao i uticaj demografskih varijabli na dimenzije komunikacionog zadovoljstva. Istraživanje je izvršeno u okviru velike organizacije kojoj predstoje značajne promene, Elektroprivrede Srbije (EPS). U brojnim evropskim zemljama, naročito u okviru onih koje prolaze kroz tranziciju, problem restrukturiranja industrije (naročito rudarstva) je veoma izražen. Svest o neposrednim transformacijama veoma je prisutna kod zaposlenih u ovoj organizaciji i u svetlu te činjenice su analizirani dobijeni rezultati, što se naročito može odraziti na zadovoljstvo komunikacijom zaposlenih sa visokim obrazovanjem, koji se često nalaze na upravljačkim pozicijama i koji očekuju da budu dobro informisani o predstojećim promenama. Upravo od visokoobrazovanih zaposlenih, u velikoj meri, zavisi uspešna implementacija promena.

ORGANIZACIONA KOMUNIKACIJA

Komunikacija, interna i eksterna, ima izuzetno značajnu i multidimenzionalnu ulogu u funkcionisanju organizacije, pa tako uspešna komunikacija obezbeđuje: jasnoću radnih zadataka, smanjenje osećanja neizvesnosti kod zaposlenih, što je od naročite važnosti u periodima restrukturiranja organizacija, rešavanje konfliktnih situacija, povećanje privrženosti organizaciji, uspostavljanje poverenja prema supervizoru i saradnicima, smanjenje distance između podređenih i nadređenih, veći stepen spremnosti za promene, dobijanje povratnih informacija o kvalitetu izvršenih zadataka, dobijanje povratnih informacija o predlozima za promene, kao i smanjenje kulturne distance u internacionalnoj kooperaciji (Men, 2015; Jacobs, Yu & Chavez, 2016; Král & Králová, 2016; Malhotra & Ackfeldt, 2016; Solaja, Idowu & James, 2016). Pored navedenih, organizaciona komunikacija igra važnu ulogu i u povećanju stepena motivisanosti zaposlenih, time što omogućava slobodno ispoljavanje osećanja (Posey, Roberts & Lowry, 2015; Ramadanty & Martinus, 2016). Njena uloga se posebno manifestuje kroz činjenicu da za većinu zaposlenih rad u kolektivu predstavlja

osnovni izvor društvene interakcije. Organizaciona komunikacija je značajna i za proces odlučivanja, jer se putem komunikacije obezbeđuju informacije potrebne za donošenje odluka (Claeys & Coombs, 2019).

Nema sumnje da u savremenim menadžment pristupima, komunikacija ima veći značaj, nego u vreme ere klasičnog menadžmenta. Organizaciona komunikacija je, možda više od bilo koje druge organizacione aktivnosti, bila usmerena na formalnu komunikaciju 'od vrha ka dole' (Banks, Pollack & Seers, 2016). Neformalne komunikacije, koje su se odnosile, pre svega, na interpersonalne horizontalne komunikacije, nekada su smatrane za smetnju efektivnoj organizaciji. Danas to više nije slučaj i neformalni oblik komunikacija nameće se kao značajan i neizbežan za ostvarivanje zadovoljstva zaposlenih (Ruben & Gigliotti, 2017). Direktivna (autoritarna) i kontrolna komunikacija je još uvek usmerena od menadžmenta ka zaposlenima, mada se sve više primenjuju i određeni uzlazni mehanizmi, kao što su 'kutije za sugestije' ili 'sistem žalbi' (Král & Králová, 2016; Ruben & Gigliotti, 2017). Ciljevi komunikacije su prošireni, od onih da bi komunikacija trebalo da obezbedi samo prenos radnih instrukcija, do stvaranja komunikacije koja obezbeđuje da se zaposleni osećaju potrebnim i zadovoljnim. Organizaciona komunikacija danas predstavlja ne samo sredstvo za razgovor sa zaposlenima, već i sredstvo putem koga menadžeri slušaju ono što im zaposleni govore (Ramadanty & Martinus, 2016; Claeys & Coombs, 2019). Komunikacija sa zaposlenima je izuzetno značajna u vreme organizacionih promena. Zaposleni se pribojavaju kakve će posledice imati promene po njih, da li će sačuvati posao i dosadašnju poziciju, da li će im posao biti interesantan, kakva će im biti budućnost i slično. S obzirom da neizvesnost u organizaciji smanjuje produktivnost, važno je komunicirati sa zaposlenima o tome šta se i zašto se menja (Král & Králová, 2016).

KOMUNIKACIONO ZADOVOLJSTVO

Ispitivanje efektivnosti komunikacije, koja se meri stepenom zadovoljstva komunikacijom zaposlenih,

predstavlja važan deo istraživanja organizacione komunikacije, te su se ovom problematikom bavili brojni autori, ustanovljavajući razne kriterijume za njegovo merenje (Chan & Lai, 2017). M. L. Hecht (1978) je dao sledeću definiciju zadovoljstva komunikacijom: "*Zadovoljstvo komunikacijom je socioemocionalna posledica koja proističe iz komunikacionih interakcija*". Brojna istraživanja su usmerena na ispitivanje korelacije između zadovoljstva komunikacijom i zadovoljstva poslom (Steele & Plenty, 2015; Jacobs *et al*, 2016; Raina & Roebuck, 2016). Uticaj zadovoljstva komunikacijom na produktivnost, radne performanse i privrženost organizaciji, takođe, predstavlja tematiku kojom su se bavili brojni autori (Gray & Laidlaw, 2004; Loebbecke *et al*, 2016; Solaja *et al*, 2016; Mehra & Nickerson, 2019).

Formirani su različiti upitnici pomoću kojih se može meriti stepen zadovoljstva komunikacijom u organizacijama. Jedan od bazičnih upitnika je onaj koji su dali C. W. Down i M. D. Hazen (1977). J. Gray i H. Laidlaw (2004) u zajedničkom radu ukazuju na obimnu bibliografiju iz oblasti merenja zadovoljstva komunikacijom, pri čemu se mogu zapaziti neke od dimenzija zadovoljstva komunikacijom koje se najčešće istražuju: *Organizaciona integracija* - obuhvata zadovoljstvo u vezi sa informacijama o neposrednom radnom okruženju zaposlenog, planovima odeljenja; *Komunikaciona klima* - obuhvata stepen u kome komunikacija u organizaciji motiviše zaposlene da se usmere na realizaciju ciljeva kompanije, kao i stepen u kome zaposleni smatraju da je komunikacija u organizaciji podesna; *Kvalitet medija* - obuhvata zadovoljstvo u vezi sa informisanjem: da li su sastanci dobro organizovani, da li je pisana dokumentacija jasna i da li je količina informacija odgovarajuća; *Komunikacija sa zaposlenima* - uključuje stepen u kome zaposleni pružaju povratne informacije svojim nadređenima, kao i stepen u kome oni iniciraju komunikaciju sa svojim nadređenima; *Povratna informacija personalu* - obuhvata zadovoljstvo zaposlenih povratnim informacijama o njihovom učinku; *Komunikacija sa nadređenim* - zadovoljstvo komunikacijom sa nadređenim, uključuje zadovoljstvo zaposlenih u pogledu otvorenosti nadređenog za nove ideje, zatim, koliko supervizor ume da sluša i obraća pažnju na zaposlene, kao i to koliko im pomaže oko rešavanja problema na radnom mestu; *Perspektiva*

organizacije – stepen u kome zaposleni dobijaju informacije iz pravno-zakonodavnog i ekonomskog okruženja, kao i o informacijama o promenama u organizaciji, uključujući i informisanost zaposlenih o politikama i planovima organizacije (Down & Hazen, 1977; Gray & Lidlaw, 2004; Simoes, Dibb & Fisk, 2005; Hadžić i Nedeljković, 2009; Chan & Lai, 2017).

DIMENZIJE LIČNOSTI PREMA MODELU 'VELIKIH PET'

Kako se komunikacija odvija između individua unutar organizacije, koje odlikuju različite dimenzije ličnosti, važno je utvrditi kako se svaka od 'Velikih pet' dimenzija ličnosti odražava na ponašanje unutar organizacije. Ovo je važno utvrditi prvenstveno zbog toga što svaka od Velikih pet dimenzija ličnosti može odrediti otvorenost/zatvorenost zaposlenih za komunikaciju, kao i druge oblike ponašanja, koji mogu ukazati na to kako svaka individua pristupa ostalim zaposlenima unutar organizacije. Navedenu grupu 'Velikih pet' čine dimenzije ličnosti: Ekstraverzija, Prijatnost, Savesnost, Otvorenost za nova iskustva, Neuroticizam (Digman, 1990; Costa & McCrae, 1992; Judge & Zapata, 2015; Ngeek, 2015; Marchand & Vandenberghe, 2016; Kaczmarek & Kaczmarek-Kurczak, 2017; Anwar, Shah, Khan & Khattak, 2018).

Ekstraverzija: Osoba sa visokim stepenom Ekstraverzije je društveno aktivna, ima veliki broj prijatelja, dobro se oseća u grupnom okruženju i u njemu je popularna. Traži nova iskustva i kompleksne, raznovrsne zadatke. U organizacionom kontekstu, osoba sa visokim stepenom Ekstraverzije je prijateljski naklonjena u komunikaciji sa ljudima i ponekad se oslanja na druge ljude bez da ih dovoljno poznaje (Kaczmarek & Kaczmarek-Kurczak, 2017).

Prijatnost određuju subdimenzije kao što su obzirnost i nežnost prema drugima, odsustvo dominacije nad drugima, izbegavanje konflikta, spremnost da se oprost. Osobe sa visokim stepenom ove dimenzije ličnosti su dobri kao članovi tima jer tokom međusobne komunikacije unose harmoniju u timski

rad. Međutim, ovakve osobe često nisu uspešni lideri, jer preferiraju posao u 'pozadini', uglavnom zadržavajući svoje mišljenje za sebe u želji da se izbegnu mogući konflikti (Judge & Zapata, 2015).

Savesnost (poštovanje pravila, perfekcionizam, sistematičnost u planiranju i izvršavanju zadataka). Visok nivo dimenzije ličnosti Savesnost u poslovnom okruženju podrazumeva osobu koja je fokusirana na radne zadatke i njihovu pravovremenu realizaciju i koja je dosledna u sprovođenju uhodanih pravila, što u velikoj meri određuje i njihovu komunikaciju sa ostalim članovima tima (Anwar *et al*, 2018).

Otvorenost za nova iskustva (nezavisnost, intelektualna efikasnost, intelektualna radoznalost). Osoba sa visokim stepenom Otvorenosti za nova iskustva je originalna, kreativna i radoznala, sa uverenjem da promene dovode do poboljšanja situacije. U analizi situacije opredeljuje se za formiranje globalne slike, a manje insistira na detaljima za koje smatra da nisu od odlučujućeg značaja, što se prenosi i na način njihove komunikacije unutar organizacije (Ngeek, 2015).

Neuroticizam: Osoba sa visokim stepenom Neuroticizma se teško uklapa u timski rad, jer ne pristupa optimistički radnim zadacima sa uverenjem u mogućnost njihove uspešne realizacije, a i manji neuspeh u toku rada postaje ozbiljna prepreka za dalji rad, što otežava komunikaciju ovih individua unutar organizacije. Potrebno je istaknuti još jednu subdimenziju ličnosti vezanu za Neuroticizam koja je od posebnog značaja za uspešno funkcionisanje zaposlenog u organizaciji. To je vreme oporavka od stresa. Osobu sa visokim stepenom Neuroticizma karakteriše dugo vreme oporavka od trenutka nastanka stresa, i pesimističko tumačenje konfliktnih situacija (Marchand & Vandenberghe, 2016).

Pored samih dimenzija ličnosti, komunikaciju unutar organizacije mogu da odrede i socio-demografske karakteristike ispitanika (Janssen, Ruiters & Waters, 2018), pa je važno ispitati na koji način je zadovoljstvo komunikacijom unutar organizacije u kojoj je istraživanje vršeno, uslovljeno ovim faktorima.

METODOLOGIJA ISTRAŽIVANJA

Uzorak je obuhvatio 119 zaposlenih 'Elektroprivrede Srbije (EPS)'. Muški ispitanici predstavljaju većinu uzorka (62%), u poređenju sa ženskim ispitanicima (38%). Prema starosti ispitanika, većina njih ima između 41 i 50 godina (41,18%). Uzorak je takođe obuhvatio 24,37% ispitanika koji imaju između 50 i 65 godina i 23,53% onih između 31 i 40 godina, dok najmanje ispitanika ima manje od 30 godina (10,92%). Prema radnom stažu ispitanika, uzorak je obuhvatio 25,21% ispitanika koji imaju između 21 i 25 godina radnog staža (25,21%), 21,01% onih koji imaju između 16 i 20 godina radnog staža, kao i 20,16% ispitanika sa više od 25 godina radnog iskustva (20,16%). Nešto manji broj ispitanika ima do pet godina radnog iskustva (17,65%) i između šest i 10 godina (14,29%), dok najmanje ispitanika ima između 11 i 15 godina radnog staža (1,68%). Većina ispitanika ima visoko obrazovanje (52,10%), 32,77% njih je završilo srednju školu, dok najmanje ispitanika ima završenu višu školu (11,77%). Na osnovu radne pozicije ispitanika, 77,31% njih je na izvršnim, a 22,69% njih na rukovodećim radnim mestima.

Podaci su prikupljeni putem anketa, koje su distribuirane od strane koautora, u periodu između aprila i juna 2018. godine, uz saradnju sa rukovodiocima sektora i psihologom organizacije 'RB Kolubara' (ogranak EPS-a). Ispitanici su bili obavешteni da je istraživanje anonimno i odgovore su davali putem standardne metode, koristeći papir i olovku. Prikupljeni podaci su obrađeni korišćenjem programa SPSS 17.0, korišćene analize su deskriptivna statistika, korelaciona analiza i analiza varijanse.

U radu će biti testirane sledeće hipoteze:

- H1: Postoji statistički značajna razlika u dimenzijama zadovoljstva komunikacijom na osnovu demografskih varijabli ispitanika.
- H2: Postoji statistički značajna korelacija između dimenzija ličnosti prema modelu Velikih pet i dimenzija zadovoljstva komunikacijom.

Upitnik se sastojao iz tri dela. Prvi deo je obuhvatao stavke vezane za demografske karakteristike ispitanika (pol, starost, nivo obrazovanja, radni staž, radno mesto). Drugi deo sadrži stavke iz standardizovanog upitnika, koji analizira zadovoljstvo komunikacijom (Down & Hazen, 1977), pomoću kog je mereno sedam dimenzija komunikacionog zadovoljstva (Komunikaciona klima, Komunikacija sa nadređenim, Organizaciona integracija, Kvalitet medija, Komunikacija sa zaposlenima, Povratna informacija personalu, Perspektiva organizacije). Treća grupa pitanja odnosila se na dimenzije ličnosti: Ekstraverziju, Neuroticizam, Sistematičnost, Prijatnost i Otvorenost za nova iskustva. Navedene dimenzije ličnosti su merene na osnovu skale koju su postavili P. J. Howard i J. M. Howard (2000), koja obuhvata 25 iskaza.

REZULTATI

Na osnovu rezultata istraživanja, prikazanih u Tabeli 1, može se zapaziti da je, u slučaju dimenzija ličnosti, najveću ocenu (6,22) dobila dimenzija ličnosti Savesnost, a najnižu ocenu (4,25) dimenzija ličnosti Neuroticizam.

U slučaju dimenzija zadovoljstva komunikacijom, na osnovu rezultata istraživanja (Tabela 1), može se zapaziti da je najveću ocenu (7,05) dobila dimenzija zadovoljstva komunikacijom - Komunikacija sa zaposlenima, a najnižu (3,11) dimenzija zadovoljstva komunikacijom - Komunikaciona klima.

Ispitivanje uticaja demografskih varijabli na dimenzije zadovoljstva komunikacije izvršeno je primenom ANOVA testa (Tabela 2). Utvrđena je statistički značajna razlika kod dimenzija zadovoljstva komunikacijom - Organizaciona integracija u odnosu na godine života zaposlenih ($F = 3,02$; $p = ,033$), dok u odnosu na godine života ispitanika nisu utvrđene statistički značajne razlike kod ostalih dimenzija zadovoljstva komunikacijom.

Tabela 1 Deskriptivna statistika za dimenzije ličnosti, dimenzije zadovoljstva komunikacijom (N=119)

Dimenzije	Srednja vrednost	Standardna devijacija	α koeficijent
Neuroticizam	4,25	1,30	0,72
Ekstraverzija	5,72	1,22	0,78
Otvorenost za nova iskustva	5,57	1,02	0,82
Prijatnost	5,81	1,15	0,75
Savesnost	6,22	0,90	0,81
Povratna informacija personalu	4,58	2,34	0,94
Organizaciona integracija	5,14	1,74	0,89
Komunikaciona klima	3,11	1,88	0,92
Perspektiva organizacije	4,39	4,10	0,90
Kvalitet medija	5,26	3,39	0,96
Komunikacija sa nadređenim	6,64	2,29	0,92
Komunikacija sa zaposlenima	7,05	4,70	0,89

Izvor: Autori

Tabela 2 Organizaciona integracija i godine života ispitanika

Godine života	Organizaciona integracija			
	Srednja vrednost	Standardna devijacija	F	P
Do 30 godina	5,36	2,52	3,02	,033
31-40	5,40	1,74		
41-50	5,43	1,52		
50-65	4,32	1,48		

Izvor: Autori

U odnosu na pol i radni staž ispitanika, nisu utvrđene statistički značajne razlike kod dimenzija zadovoljstva komunikacijom. U odnosu na nivo obrazovanja, utvrđena je statistički značajna razlika kod sledećih dimenzija zadovoljstva komunikacijom: Perspektiva organizacije ($F = 5,58$; $p = ,005$), Kvalitet medija ($F = 8,33$; $p = ,001$) i Komunikacija sa nadređenim ($F = 3,80$; $p = ,025$), dok u odnosu na nivo obrazovanja nije utvrđena statistički značajna razlika kod ostalih dimenzija zadovoljstva komunikacijom (Tabela 3). Potrebno je naglasiti i da je usled malog broja ispitanika sa osnovnom školom, ova je grupa isključena iz statističke analize.

Tabela 3 Dimenzije zadovoljstva komunikacijom i nivo obrazovanja ispitanika

Nivo obrazovanja	Perspektiva organizacije			
	Srednja vrednost	Standardna devijacija	F	P
Srednja škola	4,98	1,97	5,58	,005
Viša stručna sprema	5,29	2,02		
Visoka stručna sprema	3,87	1,88		
Nivo obrazovanja	Kvalitet medija			
	Srednja vrednost	Standardna devijacija	F	P
Srednja škola	5,89	1,92	8,33	,001
Viša stručna sprema	6,15	1,54		
Visoka stručna sprema	4,65	1,61		
Nivo obrazovanja	Komunikacija sa nadređenim			
	Srednja vrednost	Standardna devijacija	F	P
Srednja škola	7,08	2,52	3,80	,025
Viša stručna sprema	7,63	1,99		
Visoka stručna sprema	6,12	2,28		

Izvor: Autori

U odnosu na radno mesto, utvrđena je statistički značajna razlika kod dimenzije zadovoljstva komunikacijom - Komunikacija sa zaposlenima ($F = 4,64$; $p = ,033$), što se može videti u Tabeli 4. Istovremeno u odnosu na radno mesto nije utvrđena statistički značajna razlika kod ostalih dimenzija zadovoljstva komunikacijom.

Tabela 4 Zadovoljstvo komunikacijom sa zaposlenima na osnovu radnog mesta ispitanika

Radno mesto	Srednja vrednost	Standardna devijacija	F	P
Izvršiooci	6,82	2,26	4,64	,033
Rukovodioci	7,83	1,63		

Izvor: Autori

Na osnovu prikazanih rezultata istraživanja, hipoteza H1 je delimično potvrđena. Rezultati istraživanja su pokazali da postoji statistički značajna povezanost između demografskih varijabli i pojedinih dimenzija zadovoljstva komunikacijom ispitanika.

Pored toga, rezultati istraživanja pokazuju da postoji statistički značajna korelacija između sledećih promenljivih: Ekstraverzija i Komunikacija sa nadređenim, kao i Otvorenost za nova iskustva i Komunikacija sa nadređenim. Pored toga, može se

primetiti da postoji statistički značajna korelacija između Ekstraverzije i Komunikacije sa zaposlenima, kao i Ekstraverzije i Kvaliteta medija (Tabela 5).

Na osnovu prikazanih rezultata, hipoteza H2 je delimično potvrđena. Rezultati istraživanja pokazuju da postoji statistički značajna korelacija između pojedinih dimenzija ličnosti prema modelu Velikih pet i pojedinih dimenzija zadovoljstva komunikacijom.

DISKUSIJA

Rezultati predstavljenog istraživanja pokazuju da postoji statistički značajna razlika u oceni dimenzije zadovoljstva komunikacijom - Organizaciona integracija između druge (od 30 do 40 godina) i četvrte (od 50 do 65 godina), kao i treće (od 40 do 50 godina) i četvrte grupe ispitanika (više od 50 godina). Iskazi koji se odnose na zadovoljstvo komunikacijom u vezi sa Organizacionom integracijom, između ostalog, utvrđuju stepen informisanosti o radnim zadacima i njihovoj ulozi u ukupnim aktivnostima organizacije. Četvrta grupa zaposlenih je dala statistički značajno manju ocenu za ispitivanu dimenziju, nego druga i treća grupa. Jedno od mogućih objašnjenja može biti da najstarijim zaposlenima nije neophodno davati veću količinu informacija iz domena organizacione integracije. Imajući u vidu njihovo životno i radno

Tabela 5 Korelacija između dimenzija ličnosti i dimenzija zadovoljstva komunikacijom

Dimenzije	Komunikacija sa nadređenim	Komunikacija sa kolegama	Komunikaciona klima	Organizaciona integracija	Kvalitet medija	Perspektiva organizacije	Povratna informacija personalu
Ekstraverzija	0,27**	0,20*	0,12	0,17	0,19*	0,18	0,18
Neuroticizam	-0,02	-0,14	0,18	-0,10	0,05	0,13	0,05
Otvorenost za nova iskustva	0,19*	0,16	0,01	0,15	0,08	0,12	0,15
Prijatnost	0,78	0,08	-0,02	0,09	0,11	0,11	0,10
Savesnost	0,83	0,13	-0,04	0,09	0,09	0,09	0,04

* Korelacija je signifikantna na nivou ,05 ** Korelacija je signifikantna na nivou ,01

Izvor: Autori

iskustvo, zaposleni iz navedene kategorije i sa manje informacija mogu da formiraju uvid u organizacionu integraciju.

Takođe, postoji statistički značajna razlika u oceni dimenzije zadovoljstva komunikacijom - Komunikaciona klima, u odnosu na nivo obrazovanja između druge (nivo srednjoškolskog obrazovanja) i četvrte (visoka školska sprema) kao i treće (viša školska sprema) i četvrte kategorije ispitanika (visoka školska sprema). U oceni Komunikacione klime, najnižu ocenu (3,87) dala je grupa sa visokom školskom spremom, zatim sa srednjom školskom spremom (4,98), a najvišu grupa sa višom školskom spremom (5,29). Moguće objašnjenje dobijenog rezultata je da menadžment organizacije procenjuje da zaposlenima sa srednjom školskom spremom, koji najčešće rade na manje kompleksnim radnim zadacima i čija aktivnost nije u većoj meri podložna promenama i potrebi za inovacijama, nije potrebna veća količina informacija da bi uspešno obavljali radne zadatke i eventualno učestvovali u odlučivanju u izboru pravaca buduće promene, te smatraju da su relativno dobro informisani.

Zaposleni sa visokom školskom spremom, uglavnom, rade na složenijim radnim zadacima i imaju potrebu za uvidom u celinu aktivnosti organizacije, kao i sagledavanjem važnosti njihove uloge u organizaciji, te verovatno žele da budu bolje inkorporirani u perspektivu organizacije. Dobijeni rezultat upućuje na to da zaposleni sa visokim obrazovanjem imaju i veća očekivanja u pogledu ove dimenzije zadovoljstva komunikacijom, što rezultira njihovom nižom ocenom dimenzije Perspektiva organizacije.

Rezultati predstavljenog istraživanja pokazuju da postoji statistički značajna razlika u oceni dimenzije zadovoljstva komunikacijom - Kvalitet medija, između druge i četvrte, kao i treće i četvrte grupe ispitanika. I kod ocene zadovoljstva Kvalitetom medija najvišu ocenu (6,15) su dali zaposleni sa višom školskom spremom, zatim sa srednjom školskom spremom (5,89), a najnižu ispitanici sa visokom školskom spremom (4,65). Objašnjenje je slično kao i kod prethodne dimenzije zadovoljstva komunikacijom - Komunikaciona klima. Postoje

statistički značajne razlike u ocenama dimenzija zadovoljstva komunikacijom - Komunikacija sa nadređenim, između druge i četvrte, kao i treće i četvrte grupe ispitanika i ponovo je redosled isti kao i u prethodna dva rezultata. Najvišu ocenu (7,63) su dali zaposleni sa višom stručnom spremom, zatim sledi ocena (7,08) zaposlenih sa srednjom stručnom spremom, a najnižu ocenu su dali zaposleni sa visokom stručnom spremom (6,12). Potreba za samopotvrđivanjem, ali i kompleksnost radnih zadataka i uključenost u timski rad, kod zaposlenih sa visokom stručnom spremom podstiče i potrebu za što boljom Komunikacijom sa nadređenim, te su i njihova očekivanja u odnosu na visok kvalitet Komunikacije sa nadređenim veća. Zaposleni sa srednjom i višom stručnom spremom imaju manje potrebe za Komunikacijom sa nadređenim, jer uglavnom rade na poslovima manje složenosti. Njihova komunikacija sa nadređenim je pretežno 'od gore prema dole', što zaposleni sa srednjom i višom stručnom spremom smatraju prihvatljivom formom komunikacije, te je i stepen njihovih očekivanja za dvosmernom Komunikacijom sa nadređenim manja, a stepen zadovoljstva Komunikacijom sa nadređenim veća, za razliku od kategorije zaposlenih sa visokom školskom spremom.

Utvrđena je i statistički značajna razlika između ocene dimenzije zadovoljstva komunikacijom - Komunikacija sa zaposlenima u odnosu na radno mesto. Zaposleni na rukovodećim radnim mestima izražavaju statistički značajno veće zadovoljstvo Komunikacijom sa zaposlenima, nego zaposleni na izvršnim radnim pozicijama, što može ukazivati na činjenicu da je komunikacija rukovodioca sa saradnicima 'od gore prema dole' bolja od komunikacije 'od dole prema gore', kao i od horizontalne i lateralne komunikacije. Naime, često je rukovodilac inicijator komunikacije gde je njegova uloga dominantna, u kojoj on određuje temu i tok razgovora, što kod rukovodioca stvara osećaj uspešnosti komunikacije, ali kod ostalih zaposlenih koji sa njim komuniciraju stvara utisak gotovo jednosmerne komunikacije, u toku koje rukovodilac ne pokazuje poseban interes za reakcije zaposlenih na poslatu poruku. Ovakav vid komunikacije je u

našem društvu, koje je još uvek u značajnoj meri pod uticajem tradicionalne autoritarnosti, ne baš retka pojava. Zaposleni na izvršnim radnim mestima (među kojima je oko polovine ispitivanog uzorka u kategoriji ispod 40 godina života), su manje spremni da prihvate ovakvu formu komunikacije kao poželjnu, i stoga je razumljivo da je njihovo zadovoljstvo komunikacijom statistički značajno manje nego kod rukovodioca.

Pozitivna korelacija između dimenzije ličnosti Ekstraverzija i dimenzija zadovoljstva komunikacijom - Komunikacija sa nadređenim, Komunikacija sa zaposlenima i Kvalitet medija je razumljiva, jer je ličnost sa visokim stepenom Ekstraverzije otvorena za saradnju sa nadređenim i zaposlenima, stoga pozitivno ocenjuje i interpersonalne komunikacione kanale, čijoj prohodnosti može značajno doprineti. Kako je osoba sa visokim nivoom Ekstraverzije sklona da traži kompleksne i raznovrsne zadatke, jasno je zašto je ova dimenzija ličnosti zaposlenih pozitivno korelirana sa odnosom sa nadređenim, koji ume da prepozna i adekvatno nagradi zaposlene koji se 'hvataju u koštac' sa složenim radnim zadacima. Ekstraverta karakteriše i da je društven, kao i prijateljski naklonjen ljudima (Kaczmarek, Kaczmarek-Kurczak, 2017), imajući u vidu ove karakteristike ekstraverta, razumljiva je pozitivna koreliranost sa zadovoljstvom Komunikacijom sa zaposlenima. Utvrđena je i statistički značajna pozitivna korelacija između dimenzije ličnosti Otvorenost za nova iskustva i zadovoljstva Komunikacijom sa nadređenim. Osoba sa visokim stepenom Otvorenosti za nova iskustva je u velikoj meri kreativna sa uverenjem da promene dovode do poboljšanja situacije. U organizacionom kontekstu, ova dimenzija ličnosti je podesna za sve poslove koji zahtevaju nestandardan način razmišljanja i kreativan pristup u rešavanju problema. Verovatno je da će zaposleni za izraženom dimenzijom ličnosti Otvorenost biti dobro prihvaćen od strane nadređenog. Ukoliko su kreativna rešenja problema od strane ovih zaposlenih zapažena i adekvatno nagrađena od strane nadređenih, jasna je pozitivna korelacija između dimenzije ličnosti Otvorenost i dimenzije zadovoljstva komunikacijom, Komunikacija sa nadređenim.

ZAKLJUČAK

Aktuelnost problematike ispitivanja zadovoljstva komunikacijom je posebno izražena u vremenu brzih promena, što je jedna od karakteristika savremenih kretanja, kako na tehnološkom, tako i na političkom i ekonomskom planu. Dobijeni rezultati pokazuju da su utvrđene statistički značajne razlike između pojedinih demografskih varijabli i pojedinih dimenzija zadovoljstva komunikacijom. Rezultati istraživanja mogu biti od koristi, kako za organizaciju u kojoj je vršeno istraživanje, tako i za sve one organizacije koje su sličnog profila delatnosti, naročito u zemljama u tranziciji.

Činjenica da zaposleni sa visokim nivoom obrazovanja daju nisku ocenu perspektivi organizacije, trebalo bi da podstakne menadžment da poboljša ovu dimenziju zadovoljstva komunikacijom, što je od posebnog značaja u periodu neposredno pred značajne transformacije koje će uslediti u mnogim sektorima EPS-a. To podrazumeva uspostavljanje kvalitetnih komunikacionih kanala kako na interpersonalnom nivou (odnos zaposlenih sa zaposlenima), tako i distribuciju informacija svim zaposlenima putem radnih sastanaka i sredstava informisanja u organizaciji. Uspostavljanje otvorene komunikacione klime, koja bi poboljšala interpersonalne komunikacione kanale, doprinelo bi povećanju zadovoljstva medijima svih zaposlenih i značajno bi unapredilo programe razvoja zaposlenih, koje bi trebalo ustanoviti u cilju uklanjanja barijera koje se nalaze na putu postizanja organizacione efektivnosti.

Nadređeni bi trebalo da detaljno analiziraju razloge za relativno nisku ocenu zadovoljstva komunikacijom sa njima od strane zaposlenih sa visokim nivoom obrazovanja, jer je upravo komunikacija između nadređenih i zaposlenih sa visokim nivoom obrazovanja od ključnog značaja za predstojeći proces transformacije. Kako razlozi za ovakve ocene mogu biti mnogostruki, počevši od osećanja nedovoljne uključenosti u proces odlučivanja, slabe informisanosti o radnim performansama, nedovoljne pomoći u rešavanju eventualnih konflikata ili radnih zadataka, naročito u timskom radu, neophodno je

da se i top menadžment i neposredni nadređeni angažuju u prevazilaženju mogućih problema, koji naročito mogu doći do izražaja u periodu promena. Dobar odnos sa nadređenim je značajan faktor u povećanju spremnosti na promene, što je preduslov za uspešnu implementaciju promena.

Da bi se potpunije sagledali razlozi za dobijenu distribuciju ocena Kvalitetom medija prema nivou obrazovanja, prema kojoj su zaposleni sa visokim nivoom obrazovanja najmanje zadovoljni Kvalitetom medija, bilo bi potrebno detaljno analizirati kvalitete komunikacionih kanala (da li se održavaju sastanci na nivou sektora na kojima se zaposleni informišu o problemima, rezultatima i budućim transformacijama, kakav je kvalitet fabričkih novina i koje se informacije u njima nalaze, odnosno. da li su informacije iz domena ekonomsko-pravne ili inženjerske problematike). Zaposleni sa višom školskom spremom, najčešće obavljaju administrativno-finansijske poslove i u ovom domenu se u našoj zemlji vrše značajne promene, te se i u štampanim medijima nalazi više informacija iz ove oblasti, a daleko manje iz oblasti tehničkih inovacija. Kako je organizacija u kojoj se vršilo ispitivanje iz rudarskog sektora, moguće je da inženjerski kadar smatra da se nedovoljno informiše o onim pitanjima koja ih najviše interesuju, pored potrebe za informacijama koje su od opšteg značaja za zaposlene. Zadatak menadžmenta je da utvrdi stvarne razloge za nisku ocenu Kvalitetom medija od strane zaposlenih sa visokom stručnom spremom i preduzme mere za povećanje ocene ovog faktora zadovoljstva poslom, koji je veoma značajan.

Rezultati istraživanja pružaju određene indikacije o zadovoljstvu komunikacijom u organizaciji, ali ovakva istraživanja trebalo bi da budu samo prvi korak. Na osnovu dobijenih rezultata, mogu se dati određene smernice menadžmetu organizacije. Istraživanja zadovoljstva komunikacijom trebalo bi sprovoditi u organizaciji, uz angažovanje, za to posebno zaduženog menadžerskog tima iz domena ljudskih resursa, koji će se baviti preciznim utvrđivanjem barijera u komunikaciji, ocenom stavova zaposlenih o kvalitetu komunikacije sa nadređenim putem

otvorenog intervjua (stepen razumljivosti poruka, stil komunikacije koji ne karakteriše autoritaran stil, nego izražena spremnost na participativnost zaposlenih u donošenju odluka), sagledavanje mogućnosti unapređenja komunikacije, posebno primene savremene informaciono-komunikacione tehnologije, predlozima promena u organizacionoj strukturi, koje bi dovele do stvaranja novih komunikacionih kanala ili redefinisanja uloge postojećih.

Kako pokazuju rezultati istraživanja, nesumnjiv je uticaj određenih dimenzija ličnosti na pojedine dimenzije zadovoljstva komunikacijom. Ova korelacija je svakako i pod uticajem specifičnosti radnog mesta i stoga bi bilo korisno da menadžment, uz konsultaciju sa psiholozima, prilikom selekcije kandidata i formiranju timova, vodi računa o usklađenosti dimenzija ličnosti sa specifičnostima radnog mesta. Na primer, izrazito ekstravertni zaposleni bi visok nivo radnih performansi verovatno ostvarili na radnim pozicijama koje podrazumevaju česte komunikacije sa drugim zaposlenima, sa nadređenima, ali i sa korisnicima proizvoda ili usluga. Takođe, zaposleni sa izraženom dimenzijom ličnosti Ekstraverzija su odlični članovi tima, s obzirom da ih karakteriše dominacija empatije, živahnost i društvenost. Stoga menadžment organizacije, prilikom formiranja timova, treba da pruži priliku zaposlenima sa izraženom dimenzijom Ekstraverzija da, u skladu sa svojim znanjima, budu deo tima. Prema rezultatima istraživanja, uspostavljena je korelacija između dimenzija ličnosti zaposlenih Otvorenost i zadovoljstvo Komunikacijom sa nadređenim, što dalje implicira da nadređeni, kada prepoznaju zaposlene sa izraženom ovom dimenzijom ličnosti, treba da im omoguće adekvatne uslove rada, koji će doprineti da se inovativnost i intelektualna radoznalost ovih zaposlenih realizuje u punoj meri.

Ovakva i slična istraživanja i u drugim sektorima mogu značajno doprineti efikasnosti u upravljanju organizacionim promenama, poboljšanju radnih performansi i privrženosti zaposlenih radnoj organizaciji, što bi, nesumnjivo, diprinelo ukupnoj efikasnosti privređivanja.

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THE IMPORTANCE OF SOCIODEMOGRAPHIC CHARACTERISTICS AND PERSONALITY DIMENSIONS FOR COMMUNICATION SATISFACTION

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The subject matter of this research study is the importance of the sociodemographic characteristics and the personality dimensions of employees for communication satisfaction. This study is aimed at determining the significant influences and correlations between the main constructs within the research study conducted on a sample of 119 employees. The obtained results have shown that, except for the gender structure of the respondents, the other examined sociodemographic characteristics have an influence on certain dimensions of communication satisfaction. Correlations were also identified between certain personality dimensions and the dimensions of communication satisfaction. The research results have numerous practical implications. The quality of the interpersonal relationships between highly-educated employees and their supervisors needs to be improved by providing a greater autonomy and complex working tasks. It is also necessary to improve the bottom-up communication process for the purpose of enabling subordinates to express their ideas without barriers. Finally, it is recommended that employees with a high level of the personality dimensions 'Openness to new experiences' and 'Extraversion' should be in the positions in which they could achieve the best results.

Keywords: communication satisfaction, personality dimensions, 'Big Five theory', sociodemographic characteristics, employees

JEL Classification: Jo, M54, M50