

The impact of the relationship between supervisors and local government employees post the implementation of NPM: A social capital perspective

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**The impact of the relationship between supervisors and local government employees post
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This paper uses social capital theory as the lens to examine local government employee's satisfaction with different types of communication with supervisors because the implementation of NPM (particularly, the duo of cost-cutting and increased control) may have affected overall organisational effectiveness in the longer term. The official reason for implementing NPM was to improve efficiency and effectiveness, however, the way it has been implemented has changed the relationship between employees and supervisors - and as a result, it has probably eroded social capital. These findings suggest that the employee's communication relationship with supervisors does significantly affect organisational outcomes. In particular, the findings suggest that it not only negatively affects the level of ambiguity that employees experience in relation to customers, supervisors, promotion and ethical issues, it also significantly affects job satisfaction and productivity and these findings have implications for the longer term organisational effectiveness. These findings suggest that the social capital that should develop based on the quality of organisational relationships has been compromised for local government administrative employees.

Keywords local government administrative employees, social capital, communication processes, employee-supervisor relationship.

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Introduction

Public sector reforms have impacted on the Australian local government sector, particularly within the past two decades (Worthington and Dollery, 2002). Thus, the quality and effectiveness of leadership, workplace culture and values and organisational communication processes within local government has changed in recent years (Worthington and Dollery 2002). The reforms have impacted at a macro level because of changes in federal and state policies affecting their functional responsibilities and regulatory framework. At the micro level, organisational changes have resulted from the implementation of new public management (NPM) practices, which comprise numerous changes affecting important aspects of local government functioning including management and appraisal methods, tendering and contracting out practices (Dollery and Wallis, 2001; Watson, 2003; Hood, 1995; Brunetto and Farr-Wharton, 2004a). In terms of human resource issues, NPM aims to improve organisational management practices and performance appraisal and in turn, the efficiency of public sector organisations to make it more responsive to their clients and customers (Ferlie, Ashburner, Fitzgerald and Pettigrew, 1996).

Whilst each local government has chosen the direction and pace of change, an emerging theme across local government administration has been a relatively slow implementation of human resource management reforms, with most councils choosing to follow an incremental route to reform (Jones and Gross 1996). Hence, whilst some councils have implemented benchmarking and quality assurance (Watson 2003), others have followed the traditional route of implementing NPM via the increased use of control mechanisms (Parsons, 1993; Hood, 1995). Irrespective of the method of management used, all public sector managers are now expected to develop and

introduce performance indicators to monitor, measure and assess performance of human and non-human resources at different stages in relation to appropriate standards of services (Brunetto and Farr-Wharton, 2005; Gleeson and Shain, 1999; Hood, 1995; Jones 1999).

The driving force for implementing NPM within Australia (following in the footsteps of the British movement) was the surfacing of a powerful political force comprising the “new right intellectuals ... [drawing on]... the ideas of American public choice economists” (Orchard 1998:20, 21). Public choice is a branch of modern economics that assumes that public firms are inefficient and public sector organisations are grossly inefficient and wasteful, and therefore their role should be diminished. Moreover, they argue that those public sector organisations that cannot be privatized should be forced to adopt private sector management tools (Orchard, 1998). The assumption is that within the private sector each task is identified and performance of each task is measurable. These processes were supposed to make public sector employees more responsive to achieving specific outcomes and more responsive to meeting the needs of the public (Rainey, 1997; 1998). According to Hughes (2004:4), the impact on employees has been “a marked deterioration in their working conditions”. In addition, Morland, Steel, Alexander, Stephen and Duffin (1997) argue that Australian public sector employees now report higher levels of effort and an increased pace of work and in turn, there has been a overall reduction in job satisfaction levels. Hence, the outcome for Australian public sector employees was generally negative.

There are a number of reasons suggested for the negative impact on public sector employees generally. Firstly, one argument is that the problem for employees post managerialism is that the real agenda of the reforms had numerous aims – some of which may well have negated one another. For example, Orchard (1998:25) argues that the implementation of NPM produced numerous outcomes including reduced per capita funding, as well as increased efficiency (Hood 1995). Another reason given for the negative impact of NPM reforms on employees is that the

introduction of NPM has focused heavily on the measurement of performance, however, these measurements are arguably inappropriate for the public sector because of the differences in organisational goals, managerial values and the difficulty in measuring intangibles compared with the private sector (Poole et al, 2002). As such, supervisors have been forced to focus far more on introducing formalized control mechanisms rather than building effective work relationships (Power, 1997). This change may well have changed the relationship between employees and supervisors and the first evidence of this change is probably evident in communication based on the supervisor's focus on achieving increased control rather than increased effectiveness.

One of the key ingredients determining organisational effectiveness is the quality of social networks within organisations because networks between employees and management determine employees' ability to undertake tasks effectively and solve day-to-day problems that arise in the workplace (Cohen and Prusak, 2001; Haskins, 1996). In turn, these determine the organisational culture embedded within the framework of the organisation (Kilmann, 1985; Schien, 1993; Rothwell and Scedl 1992). One way of examining the impact of the organisational relationships is to use a social capital theoretical framework. Social capital theory posits that the quality of the relationship between employees and management influences organisational effectiveness by affecting the quality of processes embedded within the organisation (Lin, 2001; Coleman, 1990; Seibert, Kraimer and Liden, 2001; Cohen and Prusak, 2001). Hence, the theory argues that good quality relationships between employees and supervisors not only benefit the individuals involved, but also benefit the organisation as a whole because when a critical mass of social relationships between the organisational hierarchies are effective, it means that information, resources, emotional support, trust and goodwill are flowing bi-directionally and social capital within the organisation is accruing (Cohen and Prusak, 2001; Kessels and Poell, 2004). As a result, employees may be better armed to undertake tasks, solve problems and meet the needs of

the client efficiently and effectively, which was one of the stated aims of implementing NPM reforms (Parsons, 1993; Ferlie, Ashburner, Fitzgerald and Pettigrew, 1996, Ferlie, 1996).

However, the development of social capital requires the organisation to promote, value and reward relationship-building between employees at different levels of the hierarchy. Some authors argue that the way NPM has been implemented using control measures based on inappropriate performance measurements (Poole et al, 2002) and has forced supervisors to use formalized control measures towards employees (Power, 1997). This approach may have changed the relationship between employees and supervisors, and as a result, may be eroding social capital. Hence, by examining employee's satisfaction with organisational processes (particularly those measuring employee's satisfaction with different types of communication with supervisors) may give some insight into the quality of social capital within local government organisations and its impact on overall organisational effectiveness in the longer term. The primary research question is:

PRQ1: Does the quality of the communication relationship between local government administrative employees and their supervisors affect organisational outcomes (measured by employee's level of job satisfaction and commitment)?

The reason for using 'job satisfaction' and 'job commitment' as measures of organisational outcomes is because previous research has identified that there is a significant relationship between job satisfaction and productivity (Petty, McGee and Cavender 1984; Mathieu and Zajac 1990) and job commitment is linked to low absenteeism and turnover (Eby, Deena, Freeman, Rush and Lance 1999). Therefore, public sector employee's level of job satisfaction and commitment are good indicators of other organisational outcomes.

The reason for the research is because Worthington and Dollery (2002:497) argue that there has been minimal review of the impact of recent reforms on local government organisational efficiency and effectiveness and there is a need for an "urgent review" to determine the impact

of those changes. In addition, within the British local government Watson (2003) argues that much of the organisational reform spurred on as a result of the Modernising Services Policy has simply aided the managerialist “cost-cutting” agenda, and has not addressed the “effectiveness” agenda. It is unclear whether the outcomes are similar within the Australian local government context, however, past research suggests that the cost-cutting agenda associated with the implementation of NPM may negatively impact on the effectiveness of organisations (Brunetto and Farr-Wharton, 2002, 2004, 2005) and this may erode the social capital within organisations.

Background

Social Capital Theory

As stated earlier, social capital theory argues that the quality of social relationships affects the overall effectiveness of the organisation. When an organisation promotes effective social relationships, employees use their social networks to undertake their work tasks more effectively, and, simultaneously develop social capital which improves the organisational outcomes overall (Lin, 2001). Hence, the theory argues that it is in the organisation’s best economic interest to foster effective social networks because these relationships return benefits to the organisation as a whole (Kessels and Poell, 2004). As such, the aims of social capital theory are in synergy with the stated goals of NPM reforms. If organisational effectiveness and a client-focused workforce was the aim of the NPM reforms, then it was in their interest to ensure that organisational time and resources were directed towards relationship development because social capital is cultivated when employees and supervisors exchange intangibles (such as reciprocity in trust, information-sharing and respect) that emerge from effective relationships (Nahapiet and Ghoshal, 1998). In this paper, the social capital framework is used to explore whether the communication relationship between local government employees and their

supervisors affects organisational outcomes as a means of determining the impact of NPM on the development of social capital within organisations.

Communication Processes

Smidts, Pruyn and van Riel, (2001) argue that communication refers to the process whereby individuals and/or groups transact in a variety of ways and within different areas with the aim of carrying out organisational goals. Whilst there is evidence that the quality of communication processes affects organisational effectiveness (Rodwell, Kienze and Shadur, 1998; Hunt, Tourish and Margie, 2000; Rothwell and Scedl, 1992), by affecting employee's job satisfaction (Clampitt and Downs, 1993; Clampitt and Girard, 1993); Kikoski, (1999) argues that there is less research examining these issues within the public sector. In particular, good supervisor–service employee communication is likely to enhance the job satisfaction of service employees in the private sector (Rogers, Clow and Kash, 1994; Ibarra and Andrews, 1993) and those in the public sector (Kim, 2002) because communication processes are the vehicle for building relationships. Management are responsible for determining the quality of communication processes, which in turn affects employee's level of job commitment, performance and attitudes (Dubinsky and Yammarino, 1992; Stuart, 1999) and in turn, the quality of organisational relationships (Mueller and Lee 2002). This is because it affects the trust that develops between employees and management (Hunt, Tourish and Margie, 2000) which in turn, affects the ability of employees to solve problems and make effective workplace decisions (Rothwell and Scedl, 1992:376). In addition, the quality of communication processes affects how well the organisational work culture (e.g. rules and values) is explained to new and old employees (Mills, 2000; Haskins, 1996).

It is argued that the quality of the relationship between employees and their supervisors are affected by the frequency, mode, content and flow of communication between them (Jolke and

Duhan, 2000). The frequency of communication refers to the quantity of interactions in the workplace (Ancona and Cladwell, 1992), however, previous research suggests that communication frequency does not significantly affect job satisfaction and productivity in general (Jolke and Duhan, 2000, 2001). In contrast, in combination with the other communication variables, previous research suggests that it does affect job outcomes (Ancona and Caldwell, 1992). Previous research suggests that the mode of communication affects the quality of organisational communication between employees and supervisors by affecting whether communication is usually formal (from organisational documents and manuals) or informal (from verbal communication) (Jolke and Duhan, 2000). Goris, Vaught and Pettit, (2000) argue that communication mode is important because employees rely on the informal non-hierarchical communication (such as conversations with colleagues) to fill in the gaps of knowledge between what employees want to know and the formal communication given to employees from supervisors upon entry to an organisation. In particular, within a local government setting, the frequency and mode of communication with the supervisor may affect the ease with which employees can seek clarification about issues related to customers or other issues.

Similarly, previous evidence suggests that communication content can affect the quality of organisational communication between employees and supervisors. There are two types of communication content depending on the dominant strategy used to influence behaviour (Fisher, Maltz and Jaworski, 1997). Jolke and Duhan, (2000) differentiate between direct communication strategies that are largely one-way in conjunction with the “carrot and stick” control approach. On the other hand, indirect communication strategies involve lots of feedback and a more empowering management style. Previous research suggests that communication content does significantly affect job satisfaction and productivity (Jolke and Duhan, 2000, 2001). The introduction of NPM reforms has led to the move by supervisors to increasing use of direct

communication strategies aimed at increased control (Poole, et al, 2002) and therefore it is expected that this communication process will be a significant variable affecting both organisational outcomes.

Finally, the quality of bi-directional communication (which refers to the presence of horizontal feedback mechanisms (amongst employees and colleagues) and vertical feedback mechanisms (amongst employees and their supervisors)) is likely to have been affected by the way NPM reforms were implemented. This is because the introduction of direct control strategies is likely to have affected personal feedback (particularly in relation to appraisal processes (Power, 1997)) and may have also affected the extent to which supervisors can be open to employees' concerns (Poole, et al, 2002). Previous research suggests that employees' level of job satisfaction is higher when there is a positive feedback environment both vertically between superiors and employees and horizontally between workers (Emmert and Taher, 1992; Gray and Laidlaw, 2002). However, these may be the very conditions that have changed with the introduction of NPM reforms.

Job satisfaction and productivity

Job satisfaction refers to the extent to which employees gain enjoyment from their efforts at the workplace and the attitude an individual has towards his/her job (Fogarty, 1994). Job productivity refers to what is created by the employees from the inputs. Past research suggests that there is a positive relationship between job satisfaction and productivity (Goris, Vaught, Pettit, 1997; Petty, McGee and Cavender, 1998). When organisational communication processes are ineffective, employee's level of job satisfaction falls (Rubin, 1993) and their ability to effectively solve problems and make good workplace decisions also decreases (Rothwell and Scedl, 1992). On the other hand, the implementation of NPM has affected the appraisal and performance review procedures for public sector employees. Meyer, Paunonen, Gellaty, Goffin

and Jackson's (1989) research suggests an inverse relationship between perceived ability to be promoted and a positive relationship with job performance. In light of this it may be that the implementation of NPM has affected the relationship between employees and supervisors and this may have affected their job productivity. This is because the process for monitoring and rewarding employees' performance in the past "was always rather weak and often, there was no idea what was produced, how well it was produced, and who was to take the praise or blame..." (Hughes 1992:292). Since the abolition of the use of "seniority" as a means of promoting staff, public sector employees now operate within a career service maze that compromises an "uncomfortable" mix of traditional practices along with new performance-based practices (O'Neill and Harris 1998:36). The appraisal of employees' performance is often the responsibility of the supervisor. Hence, the relationship between employees and supervisors is now even more crucial in ensuring that ambiguity about "how to get promoted" is reduced and if ambiguity does exist, it may more strongly affect employee's their level of job satisfaction and productivity.

The Johlke and Duhan (2000) instrument is used to measure the satisfaction with communication processes between supervisors and employees because it firstly examines the degree of ambiguity experienced by employees when dealing with their supervisor, getting promoted, and dealing with the client and ethical issues. Secondly, it measures how ambiguity between employees and supervisors affects the job satisfaction of employees. They argue that good supervisor – service employee communication is associated with reduced role ambiguity and in turn, this impacts positively on employee's level of job satisfaction and productivity and also promotes the development of social capital. Specifically, they argue that high role ambiguity is associated with a lack of information (about for example, the supervisor's goals, expectations and/or how to get promoted) and this in turn, would compromise the development

of social capital. Assuming that the stated goals of NPM reforms are in synergy with the development of social capital, the following hypotheses in relation to employees are proposed:

1Ho: Employees are relatively satisfied with communication processes and experience a low level of ambiguity in relation to customers, supervisors, promotion and ethical issues.

2Ho: There is a positive relationship between communication variables (communication frequency, mode, content and flow about (a) customers and their needs, (b) supervisors and their vision and goals, (c) the policy and practices associated with promotion and (d) the policy and practice associated with ethical situations) and the job satisfaction of employees.

3Ho: There is a positive relationship between communication variables (communication frequency, mode, content and flow about (a) customers and their needs, (b) supervisors and their vision and goals, (c) the policy and practices associated with promotion and (d) the policy and practice associated with ethical situations) and the job productivity of employees.

Methodology

This research uses a one-shot experimental design to measure the impact of the quality of the communication relationship between employees and supervisors on organisational outcomes within two local government organisations. Once the data was collected and analysed, the results were compared to past research.

Procedure for gathering data

1. Johlke and Duhan's (2000) validated instrument for measuring "supervisor communication practices and service employee job outcomes" was chosen to examine whether the quality of the relationship between employees and supervisors affected organisational outcomes. Respondents were asked to indicate their degree of agreement with questions aimed at measuring the following variables. The independent variables were "Communication Frequency", "Informal Communication Mode", "Indirect Communication Content", and

“Bi-directional Communication Flows”. The dependent variables are “Ambiguity Regarding Supervisors” and “Job satisfaction/performance”.

Sampling

(a) Choosing the location

The two local government organisations are located within two adjoining regions of an Australian state within a hundred kilometre radius of the researcher’s university. This is convenience sampling (Yin, 1999). They are “typical” of other local governments within the Australian urban context in terms of size and the types of activities undertaken.

(b) Sample

Within the council, there are a number of departments encompassing the many functions undertaken by local government in Australia. The sample was randomly selected from four departments within one local government organisation (A) and two departments from the other (B) because these were departments employing administrative staff dealing with typical administrative issues such as dealing with customers, processing rates etc. Within organisation A, 180 questionnaires were distributed personally to all non-management employees and 93 questionnaires were collected in a central location over a period of three weeks. In total, 93 useable questionnaires were obtained (approximately a 50 percent response rate (and approximately 12% of the total organisational population). Within organisation B, 80 questionnaires were distributed personally to all non-management employees and 54 questionnaires were collected using the same process. This resulted in a total of 147 questionnaires.

Results

Responses from Subordinates

A questionnaire that included both Johlke and Duhan's (2000) validated instrument for measuring "supervisor communication practices and service employee job outcomes" were analysed using SPSS to gain means and outputs from regression analysis. To test the first hypothesis 1. *Ho: Employees are relatively satisfied with communication processes and experience a low level of ambiguity in relation to customers, supervisors, promotion and ethical issues* regression analysis were undertaken and the means for each of the communication variables were examined. The hypothesis should be rejected because whilst the findings suggest that employees were at least slightly satisfied with indirect/direct communication processes, employees were also slightly dissatisfied with informal/formal and bi-directional communication processes. Moreover, employees were slightly ambiguous about supervisor's vision, ideas and ethical considerations.

To test the second part of the first hypothesis, linear regressions were undertaken. The findings suggest that the hypothesis should be accepted because there was a significant relationship between the communication relationship and the level of ambiguity experienced by employees about customers ($F=149.73$, $p<.000$, $R^2= 80.8\%$), supervisor's vision, beliefs and values ($F=34.79$, $p<.000$, $R^2= 49.5\%$), promotion ($F=69.009$, $p<.000$, $R^2= 66\%$) and ethical issues ($F=2.835$, $p<.000$, $R^2= 12.9\%$) with the significant variable being 'bidirectional communication' across the four equations (See Table One).

To test the second hypothesis 2 *Ho: There is a positive relationship between communication variables (communication frequency, mode, content and flow about (a) customers and their needs, (b) supervisors and their vision and goals, (c) the policy and practices associated with promotion and (d) the policy and practice associated with ethical situations) and the job satisfaction of employees*, another linear regression was undertaken. The hypothesis should be accepted because there was a significant relationship between the communication variables and the job satisfaction ($F=4.456$, $p<.000$, $R^2= 20.5\%$). The significant variables are indirect/direct

communication processes ($b=.209$, $p<.05$), promotion ambiguity ($b=-.297$, $p<.05$) and ethical issues ambiguity ($b=.21$, $p<.05$).

To test the third hypothesis 3 *Ho: There is a positive relationship between communication variables (communication frequency, mode, content and flow about (a) customers and their needs, (b) supervisors and their vision and goals, (c) the policy and practices associated with promotion and (d) the policy and practice associated with ethical situations) and the job productivity of employees* another linear regression was undertaken. The hypothesis should be accepted because there was a significant relationship between the communication variables and the job productivity ($F=4.967$, $p<.000$, $R^2= 22.4\%$). The significant variables are indirect/direct communication processes ($b=.272$, $p<.05$) and ethical issues ambiguity ($b=.323$, $p<.000$).

Discussion

This paper uses social capital theory as the lens to examine local government employee's satisfaction with different types of communication with supervisors because the implementation of NPM (particularly, the duo of cost-cutting (Watson, 2003) and increased control (Poole et al, 2002; Power, 1997)) may have affected overall organisational effectiveness in the longer term. The official reason for implementing NPM was to improve efficiency and effectiveness, however, the way it has been implemented may have changed the relationship between employees and supervisors, and as a result, it may be eroding social capital. These findings suggest that the employee's communication relationship with supervisors does significantly affect organisational outcomes. In particular, the findings suggest that it not only negatively affects the level of ambiguity that employees experience in relation to customers, supervisors, promotion and ethical issues, it also significantly affects job satisfaction and productivity. This is because Johlke and Duhan (2000) argue that poor supervisor – service employee communication is associated with high role ambiguity because of the lack of information (about for example, customers needs). This in turn, compromises the ability of employees to do their

job as well as hindering the development of social capital. The poor state of organisational communication processes not only significantly affects job satisfaction and productivity because of the established significant relationship between job satisfaction and productivity (Petty, et al 1984; Mathieu et al., 1990) and job commitment and low absenteeism and turnover (Eby, et al., 1999), but these findings also have implications for the longer term organisational effectiveness. These findings suggest that the social capital that should develop based on the quality of organisational relationships has been compromised for local government administrative employees.

One explanation is that because the introduction of NPM has focused heavily on the measurement of performance (Poole, et al, 2002), supervisors have been forced to focus far more on introducing formalized control mechanisms rather than building effective work relationships (Power, 1997). As a result, management are not interested in the quality of communication processes, nor on the resulting quality of social relationships. In particular, the findings suggest that decisions by public sector management that determine the management approach and the resources spent on developing and nurturing effective relationships between public sector employees on the one hand, and supervisors on the other, in turn, affect longer term organisational effectiveness by affecting the quality of organisational processes in place. Organisational effectiveness is firstly compromised by poor quality communication processes (evident by employee's low level of satisfaction with communication processes) and in turn, these processes negatively affect outcomes for the employees (evident in their relatively low level of job satisfaction and productivity).

This study has a number of limitations. Firstly, the study is limited to local government administrative public sector employees from only two local government organisations and therefore more studies are required within more local government organisations to confirm the generalisability of these findings. In addition, this study needs to be replicated within local

government organisations across different countries to increase the validity of the findings. Moreover, another limitation of this study relates to common methods bias in using a questionnaire to collect data about employee's perceptions. However, Spector, (1987; 1994:386) posits that it is appropriate as long as there is "reasonable evidence that supports our inference about it and our interpretation of what it represents".

Conclusion

The social capital theory provides a conceptual understanding about how the local government administrative employee's level of satisfaction with communication with supervisors affects organisational outcomes. The findings make a contribution to the field of public sector organisational behaviour by identifying how the quality of communication relationships between employees and supervisors affects organisational effectiveness and in turn, is probably eroding the development of social capital (Coleman, 1990; Seibert, Kraimer and Liden, 2001; Cohen and Prusak, 2001). Organisational effectiveness is affected by the employee's level of satisfaction with communication processes because the quality of organisational communication processes affects their ability to undertake tasks, solve problems and meet the needs of the client. In this case, the employee's level of satisfaction with communication processes significantly affected employee's level of satisfaction and productivity and as a result, had negative implications for their commitment levels and their decision to stay in the organisation. Hence, the major implication of this finding is that the social capital theoretical framework provides evidence that the organisational effectiveness of local government public sector organisations are dependent on the development of social capital between employees and supervisors and therefore it is in their interest to encourage and embed good quality communication processes.

Hence, whilst previous research has identified the importance of building social capital within private sector organisations, these findings suggest that it is as important for public sector

organisations to invest in developing effective relationship so as to improve organisational effectiveness. Moreover, if public choice economists are accurate in their assumptions, then the implementation of NPM should have improved organisational processes, and as a result, social capital should have increased for all types of public sector employees. Instead, these findings suggest that local government administrative employees were barely even slightly satisfied with their job and did not perceive themselves to be productive. Instead, the relatively poor levels of job satisfaction and productivity suggest that the implementation of NPM may have negatively affected the frequency, formality and directness of communication processes as well as the quality of feedback processes between employees and their supervisors. As a result, organisational effectiveness has been negatively affected and therefore the conditions are not ideal for developing social capital. These findings suggest that public sector managers need to rethink the way NPM is implemented, particularly if managers are interested in public sector effectiveness.

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APPENDIX 1

Table One: Results from Main Effects Regression Analysis of ambiguity regarding Customers, Superiors, Promotion and Ethical Issues

Independent Variables	Local Council employees Ambiguity Regarding Customers <i>Statistically significant beta scores</i> (F=149.73 p<.000) R ² =80.8%	Local Council employees Ambiguity Regarding Superiors <i>Statistically significant beta scores</i> (F=34.79 p<.000) R ² =49.5%	Local Council employees Ambiguity Regarding Promotion <i>Statistically significant beta scores</i> (F=69.009 p<.000) R ² =66%	Local Council employees Ambiguity Regarding Ethical Situations <i>Statistically significant beta scores</i> F=2.835 p<0.000 R ² =12.9%
Communication Frequency	-.041	-.150 p<.05	-.084	.025
Informal communication mode	-.263 p<.000	-.060	-.053	-.251 p<.05
Indirect communication content	-.153 p<.05	-.127	.074	.337 p<.000
Bidirectional communication	.667 p<.000	.603 p<.000	.751 p<.000	-.303 p<.000

Table Two: Means and results from Main Effects Regression Analysis of Job Satisfaction and Job Performance (n=147)

Independent Variables	Means (Standard Deviation)	Local Council employees Job Satisfaction <i>Statistically significant beta scores</i> F=4.456 p<0.000 R ² =20.5%	Local Council employees Job Performance <i>Statistically significant beta scores</i> F=4.967 p<0.000 R ² =22.4%
Communication Frequency	4.8 (1.3)	-.093	-.132
Informal communication mode	3.99 (1.6)	-.002	.080
Indirect communication content	5.18 (1.2)	.209 p<.05	.272 p<.001
Bidirectional communication	3.47 (2.03)	.212 p<.05	.230
Customer ambiguity	3.86 (1.88)	-.190	.008
Supervisor ambiguity	4.53 (1.52)	-.024	-.084
Promotion ambiguity	3.18 (1.56)	-.297 p<.05	-.137
Ethical ambiguity	5.63 (.86)	.210 p<.05	.323 p<.000
Job satisfaction	5.15 (1.07)		
Job productivity	5.35 (1.08)		