

Relationship between Communication Satisfaction and Organizational Citizenship Behaviour related to Communication

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Abstract — *Communication is a basic factor influencing employee satisfaction in organizations. There have been studies focused on effects of communication which have taken communication as a uni-dimensional construct. Among them there are few studies which have taken a further step to identify communication as a multi-dimensional construct. Although literature has introduced communication satisfaction as a predictor of organizational citizenship behaviour (OCB) present study has gone deeper to understand the relationship between communication satisfaction and OCB in manufacturing companies in Sri Lanka. Downs and Hazen(1977)'s questionnaire has been taken as the audit tool to measure communication satisfaction and questionnaire developed by Moorman and Blakely (1995) has been taken to study individual initiative which has been identified as the construct which is related to communication satisfaction. A quantitative study has been conducted among 208 employees from several manufacturing organizations. The results were analysed using SPSS 16.0 and it was found that there is a strong positive relationship between CS and OCB and the strongest relationship has been found between OCB and supervisory communication construct of CS.*

KEYWORDS— COMMUNICATION SATISFACTION, ORGANIZATIONAL CITIZENSHIP BEHAVIOUR, SUPERVISORY COMMUNICATION

I. INTRODUCTION

Employees spend most of their time in a day inside an organization where communication has become an inevitable component in deciding their experience. Communication satisfaction (CS) is defined as the perceived level of satisfaction by the employees on the information and work relationships considering the overall organizational environment (Modaff et al. 2008). Direct relationships have been understood between CS and organizational effectiveness, organizational commitment, employee motivation, work satisfaction and job performance (Chan and Lai 2017, Engin and Akgoz 2013).

With the changing requirements of the business environment, organizations are unable to carry out with an exact forecast of employee job descriptions. On that context, Organizational Citizenship Behaviour (OCB) is

beneficial for an organization since it is an extra role behaviour (Chan and Lai 2017). It is defined as one's discretionary behavior that in general enhances organizational performance although it is not a part of his/her job description and is not recognized by formal reward system (Organ 1988). Direct relationships have been understood between OCB and organizational commitment, job satisfaction and leader supportiveness (Yildirim 2014).

Although both CS and OCB have become essential business behaviours (Bacharach 2010), the relationship between them is not sufficiently studied. Since both constructs are multi dimensionally viewed in present that level of researches are further limited (Kandlousi et al. 2010). Nevertheless, there are empirical findings that would suggest a possible relationship between the two constructs. According to Egron and Akgoz (2013), it has been found that enhanced level of communication would generate feelings of ownership within an employee. When the employees are not satisfied, behaviours like OCB can be rarely expected (Organ 1990). According to Podsakoff, Mackenzie, Paine & Bacharach (2000), satisfaction with an employee would encourage him/her to demonstrate OCB. Researchers have found positive relationship between job satisfaction and OCB (González, & Ferrín, 2008). Goris (2007) further described on positive relationships with CS and job performance. Since OCB is viewed as an extra role behaviour and a way of job performance (Fisher 2003), a relationship between CS and OCB can be predicted. Strong positive correlation between Perceived Justice and OCB have been found by Cohen-Charash & Spector (2001) and Wong et al. (2006). Since the positive perception about communication is positively correlated with PI (Gupta & Kumar 2009), a positive correlation between CS and OCB can be predicted.

Only few researchers have analyzed the two constructs (Kandlousi et al. 2010) and most of them were conducted by only focusing a particular industry namely pharmaceutical and electrical manufacturing (Chan & Lai 2017). They have shown a positive relationship between CS and OCB. As per the researcher's understanding, there is no research conducted in Sri Lankan context on this. Since

OCB is discretionary but an essential factor in the organizational setting (Chan and Lai 2017), and if there is a positive correlation, management could carefully supervise their communication strategies in overall to enhance OCB in their employees.

A. Aim and Objectives

It is aimed to investigate the relationship between Communication Satisfaction (CS) and Organizational Citizenship Behaviour (OCB) related to Communication. Objectives of the research are to explore different dimensions of CS reported by employees, to explore OCB related to Communication demonstrated by employees and to explore the potential relationship between CS and OCB related to Communication.

B. Organizational Citizenship Behavior

OCB can be identified as employees' behavior that are not limited to those specified in their job description or organizational policy, but is considered 'extra' and is not rewarded formally (Organ et al. 2006). Zellers et al. (2002) have stated that omission of OCB is not punishable. The productivity of workforce is naturally increased as absenteeism reduces and people tend to work overtime as they are motivated because of OCB. Since this type of a behaviour is self-choice effective work done by the employee goes beyond what is expected in his/her job role and result in organizational productivity enhancement (Organ 1988).

A thirty-item scale was introduced to measure OCB by Bateman and Organ (1983). Altruism behaviour, punctuality, concern on company property, abiding company rules, dependability, cooperation, compliance and housecleaning have been introduced as the constructs of OCB. In a study done in 1988, Organ has introduced a five-factor model as dimensions of OCB. According to that altruism, civic virtue, sportsmanship, courtesy and conscientiousness can be identified as main dimensions of OCB. 24-item scale to measure OCB developed by Podsakoff et al. (1990) can be considered as one of the main studies followed by the five dimensions.

OCB was explained using four dimensions by Moorman and Blakely (1995). Helping behaviour towards co-workers which was termed as 'Interpersonal Helping', communication in order to improve performance which was termed as 'Individual Initiative', exceeding expected levels of performance which was named as 'Personal Industry' and 'Loyalty Boosterism', which stands for promotion of company to outsiders were the four dimensions. Under this study, only 'Individual Initiative' was considered from four dimensions as OCB related with Communication.

C. Communication Satisfaction

Crino and White (1980) have defined CS as individual's satisfaction with various aspects of communication occurring in his organization. In an organizational set up, the different types of communications commonly occur are, communication with co-workers, and communication with management and communication policy of the organization (Yildirim 2014). A general assumption made by many scholars relevant to CS is that it is a construct that is positively associated with organizational performance, customer concern and overall productivity (Hargie and Tourish 2000). Dickson and Tourish (1999) have identified the employee satisfaction, motivation of employees and job commitment are enhanced as a result of CS.

Initially Communication Satisfaction viewed unidimensionally and contribution of Wioo (1976) and Downs and Hazen (1977) contributed to evaluate construct in a multi-dimensional approach. Different tools have been used to measure CS and International Communication Association (ICA) developed an audit tool. Even though it is more comprehensive than Downs and Hazen (1977)'s questionnaire there are practical difficulties in using it as it lengthy. It has been the main reason for Down and Hazen(1977)'s questionnaire to be more popular among scholars (Clampitt & Downs 1993).

Downs and Hazen (1977) have developed a Communication Satisfaction Questionnaire (CSQ) initially with 88 items and using a sample of 225 employees, it was revised under 8 dimensions. Thoroughness of the questionnaire was reconfirmed by Hecht (1978) and applicability of eight dimensions was reconfirmed by Crino and White (1981). It is considered as the only questionnaire used by almost all the surveys to assess CS in organizational settings (Greenbaun, Clampitt & Willhnganz 1988). The eight dimensions developed by Downs and Hazen are Organizational Integration, Corporate Information, Communication Climate, Media Quality, Horizontal and Informal Communication, Supervisory Communication, Personal Feedback and Subordinate Communication (Downs and Hazen 1977).

'Organization Integration' is the dimension related satisfaction of employee about information from organization and his/her immediate work environment 'Corporate Information' is the satisfaction of employee about information on organization in its overall business set up. 'Communicate Climate' stands for an employee's satisfaction with the level to which organizational communication influences its employees to achieve organizational targets and the general perception of acceptance towards communication. Employee satisfaction towards main forms of communications in the organization is referred to as 'Media Quality'. The next

construct 'Horizontal and Informal Communication' is the satisfaction with the horizontal and informal ways of communication within the organization in terms of the accuracy and free flow of information. 'Supervisory Communication' stands for the satisfaction with upward and downward communication with superiors. Pincus (1986) has defined this construct as one of the most important construct affecting to an individual's job satisfaction. Dissatisfaction with the supervisor feedback ruin employee satisfaction (Gray & Laidlaw 2002: 222). 'Personal Feedback' is the satisfaction with the information on personal appraisal and judging criteria; it gives an idea on how a person's work is judged, compared with others and rewards are given. 'Subordinate Communication' stands for the satisfaction with upward and downward communication with subordinates which is only relevant to employees in the level of supervisory (Clampitt & Girard 1993). Since the participants do not have subordinates under them, final dimension was not considered in this study.

Although these eight dimensions were presented by Downs and Hazen (1977), Muller and Lee (2002) found that many of the previously defined dimensions are highly correlated even with correlation factors of $r = 0.85$. Engin and Akgoz (2013) have loaded items in CS into four factors. As per the researcher's understanding, no research has been conducted in South Asian context to understand the underlying structure of this multidimensional construct. Therefore, it is important to examine whether the same factor structure for CS can be found in current research setting. Based on this the following hypothesis is composed about Communication Satisfaction by ignoring Subordinate Communication dimension.

H1: Communication Satisfaction is composed of seven underlying dimensions; Organization Integration, Corporate Information, Communication Climate, Personal Feedback, Media Quality, Horizontal and Informal Communication, Supervisory Communication. And the null hypothesis will be

H01: Communication Satisfaction is not composed of seven underlying dimensions

D. OCB & Communication Satisfaction

Kandluosi (2010) conducted a research among 231 supervisory and worker grade participants from electrical manufacturing industry in Iran. Communication was viewed as a combination of formal and informal communication which was assessed using self-constructed questionnaire. CS was measured through CSQ and OCB was measured through the questionnaire developed by Podsakoff, Mackenzie, Moorman and Fetter (1990). The study revealed a strong positive relationships among all dimensions of CS and OCB. Using the same questionnaires Yildirim (2014) explored the relationship between CS and

OCB using 120 participants from textile industry in Turkey. Only communication with managers were significantly positive related for OCB. Furthermore, a study done by Chan and Lai (2017) with 296 valid responses collected in Macau, found a significant positive relationship between CS and OCB using the same scales by also considering Perceived Justice. There have been only a handful of studies which have gone into constructs of CS to understand the effect of each individual factor affecting OCB.

In terms of identifying employee motivation factors and behaviours, Social Exchange Theory (SET) is widely used by researchers (Setton, Bennett & Liden 1996). The predicted relationship between Communication Satisfaction and OCB can be viewed through the SET as well. Social exchange relationship is defined by Blau (1964) as a series of unspecified, interdependent, exchange obligations where the favour from one party creates future obligation in other party. And the return of the obligation cannot be bargained by the initiator but would be decided by the offering individual by him/ herself. These relationships are based on the norm of reciprocity, if receiving party accepts and reciprocates, a series of exchanges is created with the feelings of mutual obligation (Coyle – Shapiro & Shore 2007). Resources that are exchanged could be financial or socio – emotional. Comparing the two types of exchanges, only socio – emotional exchanges create feelings gratitude and trust (Blau 1964).

When applied to the organizational context, employees can establish Social Exchange Relationships with their organizations (Moorman, Blakeley & Niehoff 1996). Since individuals exchange the received resources as per SET, preferred benefits received from organization create a repay of beneficial outcomes towards organization also. As per Eisenberger et al. (2001), in these conditions employees generate obligations towards organization's wellbeing and importance of reaching organizational goals as a result. According to Moorman et al. (1998) when Perceived Organizational Support is high in employees, they are more likely to demonstrate OCB. With that it can be assumed that high Communication Satisfaction (CS) which is a socio – emotional exchange, would lead to OCB in employees due the feelings of gratitude and trust they get. It should be noted that, although impact of Social Exchange in organizational settings is researched in different countries, its application to the Sri Lankan setting needs to be examined. According to Cropanzano and Mitchell (2005), there could be deviations in application of reciprocity norm which is the base of SET in different contexts where the employees' exchange could be different.

Therefore, under this research the predictable relationship between CS and OCB is expected to evaluate. From the concept of OCB, the most relevant dimension to communication is individual initiative. Therefore, the second hypothesis in this study is taken as

H2: Communication Satisfaction is positively related to the Organizational Citizenship Behaviour dimension of Individual Initiative.

And the null hypothesis will be

H0₂: There is no relationship between Organizational Citizenship Behaviour dimension of Individual Initiative.

II. METHODOLOGY AND EXPERIMENTAL DESIGN

A. *Sample*

Target population is comprised with English speaking, non – managerial administrative executive employees. Employees were selected only from private sector business organizations in Sri Lanka. In recruiting participants ‘Convenient Sampling’ and ‘Snowball Sampling’ were used. Employees with managerial responsibilities and/or with direct reporting subordinates were not considered. Managerial level employees may demonstrate OCB related behaviours regardless of the communication satisfaction. In terms of educational qualifications, basic degree/professional diploma in minimum was considered.

A total of 300 potential candidates were approached and 208 questionnaires were received with participants’ responses. From the received questionnaires, 6 was not filled completely and were subjected to rejection where in total 202 questionnaires were used as valid for analysis process. The total response rate was 69.3% and total valid response rate was 67.3%.

Upon the ethical approval, researcher contacted the organizational Human Resources Division. An information sheet and consent form were provided for the employee group and written consent was obtained from the interested employees and they are attached (Appendix 1 and 2). Then the research questionnaire (Appendix 3) along with the glossary of the terms (Appendix 4) was distributed where around 15 minutes were spent by participants in average to complete. After the completion, a debriefing (Appendix 5) was done to further inform about the research objectives and its attached in appendix 2.

B. *Measuring Instrument*

Research was carried out as a non-experimental, cross sectional survey where data was collected using a three-section standardized questionnaire in which two validated scales and demographic information section was included. Permission from authors of original questionnaires were obtained.

In Section I, it was aimed to measure Communication Satisfaction of employees. 35 questions from original Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) were included. From the eight dimensions of CSQ ‘Subordinate Communication’ dimension was excluded as the selected sample doesn’t have direct subordinates under them. From the selected seven dimensions each consisted 5 questions where all the 35 were assessed using a seven point Likert scale; 1 = Strongly Dissatisfied and 7 = Strongly Satisfied. In Section II, it was aimed to measure Organizational Citizenship Behaviour of employees. 5 questions from original Organizational Citizenship Behaviour scale developed by Moorman and Blakely (1995) were included. From the four dimensions of OCB scale only ‘Individual Initiative’ dimension was selected which assessed the communication related to OCB in workplace to improve individual and group performance (Moorman and Harland 2002). Questions were assessed using a five point Likert scale; 1 = Strongly Disagree and 5 = Strongly Agree. In Section III, it was aimed to get the demographic information of the employees under three questions. On the top of this section it was clearly mentioned that these questions were not been compulsory and not been used to identify the respective participant but only to create a profile of total participants. Participants were asked to select age category from the given range, gender and work duration under current employer.

C. *Data Analysis*

The data set was analyzed using SPSS v16 (SPSS Inc., Chicago, IL) software. With CS and the independent variable and OCB dimension of Individual Initiative as dependent variable descriptive statistics of the sample was first explored. Then assumptions of normality were tested carrying our factor analysis to explore the underlying structure of the multidimensional variable of CS. The result of this factor analysis were used to test the first hypothesis. Later regression analysis was carried out first to test CS as a predictor of OCB and then to test the individual dimensions as predictors of OCB.

D. *Ethical Consideration*

In the present study participant information sheet and the consent form was provided to all the voluntary participants prior to the study. They were informed that any participant can withdraw the completed questionnaire within 14 days after submission and their responses will be destroyed. There is no requirement to provide psychological support for those who participate as there are hardly any risks associated with the study. Keeping anonymity and privacy is also considered as important and the study does not request for names and private information. Therefore, the identity of the participants was not revealed even after

analyzing and reporting the results of the study. Collected information are protected in a locker for five years and destroyed after that. The researcher and the supervisor are the only ones who have access to collected data.

III. RESULTS

A. Descriptive Statistics and Assumptions of Normality
From the selected 202 responses, 134 are male participants (66.3%) and 68 are female participants (33.7%). Age of the participants ranged from category of "20 – 25 years" to "over 60 years" category where majority of 119 participants (58.9%) are from 20 - 25 age category (Appendix 6 - Table 1).

Under this research CS and its seven dimensions are considered as independent variables and OCB is considered as the dependent variable. When CS's dimensions are considered, Organizational Integration score ranged from 1.00 to 6.80 ($M = 4.67$, $SD = 1.09$). Supervisory Communication score ranged from 1.00 to 7.00 ($M = 5.08$, $SD = 1.16$). Personal Feedback score ranged from 1.00 to 6.80 ($M = 4.43$, $SD = 1.12$). Corporate Information score ranged from 1.20 to 6.60 ($M = 4.57$, $SD = 1.18$). Communication Climate score ranged from 1.00 to 6.80 ($M = 4.61$, $SD = 1.05$). Horizontal and Informal Communication score ranged from 1.60 to 6.80 ($M = 4.77$, $SD = 0.96$). Media Quality score ranged from 1.00 to 7.70 ($M = 4.74$, $SD = 1.08$). Organizational Citizenship Behaviour (Individual Initiative) score ranged from 2.20 to 5.00 ($M = 3.92$, $SD = 0.63$), with the z scores of skewness and kurtosis respectively -1.98 ($SE = 0.17$) and -0.32 ($SE = 0.34$) (Appendix 6 - Table 2). According to skewness – kurtosis non – normal distribution is present in all the variables. This is confirmed through Shapiro – Wilk test and Kolmogorov-Smirnov test also, all the variables indicated a significant value at $p < .05$ and displayed a non-normal distribution (Appendix 6 - Table 7). Mahalanobis Distance was found in order to identify the outliers in the data set and distance value ranged from 0.96 to 43.64. Inverse score of right tailed possibility of chi-square distribution is 73.40 under the probability of 0.001 and degree of freedom of 40, therefore no outlier was recorded in the data set.

Homogeneity of variances were tested using the Levene's Test (Appendix 6 - Table 8). Under the gender factor, apart from Organizational Integration variable which indicated $F(1,200)=0.37$, $p=0.54$ and Organizational Citizenship Behaviour variable which indicated $F(1,200)=0.56$, $p=0.46$ all other variables indicated Levene's Test as significant. Therefore, homogeneity of variance under gender factor displayed only the above two variables. Under the age group factor, apart from Supervisory Communication variable which indicated $F(7,193)=2.06$, $p=0.047$ and

Corporate Information variable which indicated $F(7,193)=2.76$, $p=0.009$, all other variables indicated Levene's Test as insignificant. Therefore, homogeneity of variance under gender factor violated only in the above two variables.

B. Factor Analysis

Factor analysis was conducted for the items in CS questionnaire with the intention of identifying underlying structure of CS by reviewing the large number of variables. In this research Oblique Rotation's Direct Oblimin was used as rotation technique. Used rotation technique can be confirmed as suitable also due to the received 'Off diagonal symmetric Component Correlation Matrix'. In order to evaluate the adequacy of sampling Kaiser – Meyer Olkin test was performed which resulted 0.947 which confirmed the adequacy. In order to understand the availability of patterned relationships Bartlett's Test of Sphericity was conducted and it is assumed that the data set consists with patterned relationships due to the significant result, $p < 0.001$. Therefore, this data set is appropriate to apply the factor analysis.

By aligning with the criteria of eigenvalues above 1, the first attempt resulted four factors cumulative extraction sum square loading of 60.785 (Appendix 6). From the initial 35 items, 14 items were removed under next attempts. For this in pattern matrix, items have a factor loading below 0.5, cross loading of above 0.35 and maximum difference between loadings below 0.2 were removed until all the remaining items met the criteria. After several attempts, finally four factors were identified with an increased cumulative extraction sum square loading of 66.037.

9 Items were loaded for factor 1, which is renamed as 'Job Information and Feedback (JIF)'. Four items were loaded for factor 2, which is renamed as 'Supervisory Communication (SC)'. Three items were loaded for factor 3, which is renamed as 'Corporate Information (CI)'. Five items were loaded on factor 4, which is renamed as 'Communication Quality and Adaptability (CQA)'. Related elements loaded to these factors are mentioned in Appendix 6 - Table 3.

With that, Communication Satisfaction (CS) is seen as a combination of these four factors, JIF, SC, CI, CQA. Therefore, first hypothesis is not supported under this study.

C. Correlation Analysis

Assumption of Monotonic relationship among variables were tested in order to find correlation among them. For that scatter plots among variables were obtained and monotonic nature was assured (Appendix 6). According to Spearman's correlation CS is positively related with OCB

dimension of Individual Initiative ($r_s(200) = .332, p < 0.001$). Thus, hypothesis two is supported.

JIF is positively related with CS ($r_s(200) = .805, p < 0.001$) and Individual Initiative ($r_s(200) = .275, p < 0.001$). SC is positively related with CS ($r_s(200) = .773, p < 0.001$) and Individual Initiative ($r_s(200) = .295, p < 0.001$). CI is positively related with CS ($r_s(200) = .826, p < 0.001$) and Individual Initiative ($r_s(200) = .208, p < 0.001$). CQA is positively related with CS ($r_s(200) = .827, p < 0.001$) and Individual Initiative ($r_s(200) = .273, p < 0.001$). Same time, all above CS sub dimensions of are positively inter related. Therefore, it can be explained that significant positive relationships are in between CS and Individual Initiative (OCB), in between CS dimensions and Individual Initiative (OCB) and among CS dimensions (Appendix 6 - Table 4).

D. Reliability Analysis

Internal consistencies of CS sub scales, CS scale and OCB was found through Cronbach's alpha. Values for OCB and CS scales are respectively 0.766 and 0.849 which indicates high level of reliability. In both scales, the resulted Cronbach's alpha if any item deleted is below the initial value which indicates the positive effect of all the items to the reliability (Appendix 6). Resulted Cronbach's alpha values for JIF, SC, CI, CQA scales are respectively 0.906, 0.889, 0.808 and 0.853 which indicates high level of reliability. In four scales, the resulted Cronbach's alpha if any item deleted is below the initial value which the positive effect of all the items to the reliability ((Appendix 6 - Table 4).

E. Regression Analysis

Regression is applied to predict the relationship between four CS and OCB after evaluating the assumptions. Standard Residuals were analyzed in order to identify outliers in the data set which indicated there are no outliers in the dataset, Std. Residual Min. = - 2.904 & Std. Residual Max. = 2.636. Under the tests to examine the assumptions of collinearity, overall CS obtained a VIF value of 1.000. When dimensions of CS were analyzed all these independence variables obtained VIF values less than 10 (Job Information and Feedback = 2.15, Supervisory Communication = 1.82, Corporate Information = 1.85, Communication Quality and Adaptability = 2.41) where multicollinearity does not exist. When overall CS analyzed Durbin Watson Statistic was resulted 2.024, which indicates that the assumption of independent residuals is met by the data set. According to histogram of standardize residuals, errors are normally distributed and also in the P-P standardize residual plot points are located almost on the line. Since the assumptions are mostly met, in order to understand the predictability of independent variable of Organizational Citizenship Behaviour (Individual Initiative) with dependent variables of Communication Satisfaction

regression analysis was conducted. Average of OCB score is 3.92 ($SD = 0.63$) and average of CS score is 4.77 ($SD = 0.97$).

Job Information and Feedback (JIF), Supervisory Feedback (SC), Corporate Information (CI), Communication Quality and Adaptability (CQA) were also analyzed. Average of OCB score is 3.92 ($SD = 0.62$), JIF score is 4.60 ($SD = 1.08$), SC score is 5.15 ($SD = 1.21$), CI score is 4.54 ($SD = 1.32$) and CQA score is 4.80 ($SD = 1.03$).

With the result of $F(1,200) = 26.388, p < 0.001$ it is indicated that regression test results are significant in predicting OCB through CS. R^2 value was resulted as 0.117 which indicates 11.7% of variance in OCB can be explained through the CS. Therefore, CS is a significant predictor of OCB. Although overall CS is a significant predictor, further analysis was conducted to understand the predictability of OCB from CS dimensions. From the four dimensions only the Supervisory Communication is a significant predictor of OCB which indicates from its p value lesser than 0.05 ($\beta = 0.18, t(202) = 2.03, p = 0.04$).

IV. DISCUSSION AND CONCLUSION

According to the results the original eight dimensional method proposed by Downs and Hazen (1977) for CS was not supported and a new four factor model with Job Information and Feedback, Supervisory Communication, Corporate Information and Communication Quality and Adaptability was supported. According to a research conducted by Deconinck, Johnson, Busbin and Lockwood (2008) with 800 retail store buyers, four factor model was developed where Supervisory Communication factor can be seen in common with an increase reliability of $\alpha = 0.91$. Including Subordinate Communication Okay and Okay (2009), seven factor model was developed using 520 respondents in Turkish Postal Service. Overall scales indicates a lower reliability of $\alpha = 0.81$ compared to this scale. Engin and Akgoz (2013) through their research with 163 banking employees in Turkey explained a four factor model using 33 individual items with an increase reliability of $\alpha = 0.969$. Therefore, a significant change in factor structures were empirically found for CS. Therefore current CS dimension structure with JIF, SC, CI and CAQ can be considered as a fit model in Sri Lankan context.

Under this analysis of data shows a significant positive relationship between CS and OCB and all CS dimensions and OCB. OCB can be predicted through CS and one of its dimension, Supervisory Communication. The study done by Kandlousi et al. (2010) revealed a significant positive relationship and significant predictability in between all the dimensions CS and all the dimensions of OCB. The study done by Chan and Lai (2017) using 456 employees from several main organizations revealed a significant positive impact ($\beta=0.37, p<0.01$) relationship between CS and OCB.

28% of variance in OCB is explained by CS under that research which is significantly higher than current study. Moideenkutty et al (2006), a study done among sales representatives in Indian pharmaceutical industry also revealed a positive relationship between CS and OCB. The findings of present study also align with the findings of these previous studies.

However, the strength of the factors affecting OCB are slightly different from the study of Kandlousi (2010) since in that research it was concluded that cooperate information, communication climate and media quality are the factors having strongest relationship with OCB whereas the present study shows the most significant factor is Supervisory Communication. However, this finding aligns with studies done by Karriker and Williams (2009) who studied 217 supervisor-subordinate relationships. Berger et al (2009) who studied the relationship between CS and OCB also stressed the point that supervisory communication is one of the most important factors affecting OCB. Employees with good relationship with their supervisor, which also represent good employee supervisor communication would be more likely to go out of their way to engage in OCB related to Communication (Individual Initiative). The reason for this is SET (Blou 1964) and Norm of Reciprocity (Gouldner 1960) which dictates that since the supervisor represents the organization to employee and is the entity that is closer to him/her. A high quality relationship with the supervisor will be reciprocated by the employee in the form of OCB.

A. Limitations

The main limitation of the study is that data has been collected using snowball and convenient sampling which can result in lack of fair representation of the population. There can be participants who over reports responses to be more socially desirable since this is a self-rated study (VanderStoep & Johnson, 2008). Furthermore, lack of related literature in aspects such as relationship between OCB and constructs of communication satisfaction can also be considered as a limitation. The validity of the results must be checked in a cross cultural level to generalize the findings over different cultural and organizational settings worldwide. Furthermore, the present study was conducted in a cross sectional manner rather than a longitudinal manner which would limit the depth of understanding of the aspects. Therefore, it is recommended to conduct longitudinal studies in future to obtain a deeper understanding.

B. Conclusion

This research has provided a new perspective for the Communication Satisfaction construct by exploring its underlying dimension. Also a significant relationship was discussed in the between two highly relevant constructs in

organizational setting, Communication Satisfaction and Organizational Citizenship Behaviour. Due to lack of literature and significance relevance of the constructs, researcher encourage scholars to do studies further in these aspects. Findings of the studies would provide an important insight for modern organizations to adopt tools to view Communication Satisfaction differently and to enhance Organizational Citizenship Behaviour by strategical management of the communication process.

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Acknowledgement

I owe my deepest gratitude to my supervisor Dr. Hasuli K. Perera for providing guidance throughout the research. I would like to sincerely thank Colombo Institute of Research and Psychology for academic exposure provided. Further, I would like to extend gratitude to the organizations that provided permission to collect data and everyone who participated in the research with interest and enthusiasm and helped a great deal in making this research a success. I would like to acknowledge my friends and family for inspiring and believing in me and for their enormous support.

Appendix 1

Participant Information Sheet

Section 1: Study title

Satisfaction with Communication and employee behaviour in organization setting

Section 2: What is the purpose of the study?

I'm doing this research for my dissertation in Master of Psychology at CIRP. The purpose of this study is to understand the relationship between communication and employee behaviour. This topic is selected since there are no many researches in this area and based on my interest.

Section 3: Why have I been chosen?

You are selected since this study is done based on information collected from Sri Lankan private sector employees

Section 4: Do I have to take part?

Participation for this study is entirely voluntary and there is no obligation for you to take part. You can withdraw participation before or during the study at any point without any repercussions and without giving any reasons. Until two weeks of the data collection you can contact me and withdraw from the research where your information collected will be immediately destroyed.

Section 5: What will happen to me if I take part?

Information will be collected from you using two questionnaires which consist of a total of 40 questions. It will approximately take 10-15 minutes to complete.

Section 6: What are the possible disadvantages and risks of taking part?

There are no risks associated with the research. However if you feel distressed while or after participating in the research please contact the researcher or the contacts provided in below sections.

Section 7: What are the possible benefits of taking part?

It would be interesting to answer questions on communication and organizational behaviours that you experience during your work as a part of a psychological study. Once the study is completed, the findings will be beneficiary of psychology scholars and practitioners.

Section 8: What is something goes wrong?

Although there is no any predicted risk, even if the study had to be stopped I believe you would be receiving the individual level benefits mentioned above. If you are not satisfied the way of conducting of the study, you can withdraw participation and you are encouraged to contact me.

Section 9: Will my taking part be kept confidential?

Your participation for this study will be kept as anonymous. Any data that was provided by you will not be disclosed and kept as confidential. Data will be recorded protecting the anonymity of the participants and data will be analyzed assigning numbers to participants rather than names. All the information and consent forms will be stored separately in locked cabinets and a password protected computer.

Section 10: What will happen to the results of the research study?

The data collected from all the participants will be consolidated, analyzed and used in my post graduate dissertation. Your data will not be individually analyzed. The questionnaire related to study will be kept for a period of five years and then destroyed. There is a possibility that the results may be appeared in peer-reviewed journals or presented in a conference if the study becomes successful.

Section 11: Who is organizing and funding this research?

The study is organized by myself and it is done under the supervision of Psychology Department at Colombo Institute of Research Psychology under supervisor, Dr. Hasuli Perera. And this is a non-funded project.

Section 12: Who has approved the study?

The study has been approved by the CIRP Psychology Department Postgraduate Ethics Committee.

Section 13: Contact for further information

For any further inquiry you can contact myself, Panchal Abeysinghe via email address : panchal.abeyasinghe@gmail.com or my supervisor, Dr. Hasuli Perera via email address : hasuli@researchandpsychology.com

Section 14: Complaints

For any complaints regarding the study please contact Dr. Ranjith Batuwanthudawa, Honorary Dean, Colombo Institute of Research and Psychology via email address : batu@researchandpsychology.com

Appendix 2
The Consent Form

I have read and understood the content in Participation Information Sheet and I have received a satisfactory level of understanding about the purpose, procedure & potential risks associated in this study. I am aware that participation for this study is voluntary and by signing in below I provide my consent to participate in this research.

In case of a clarification or further information related to study, I'm aware that I can contact experimenter or the research supervisor at any stage.

Dr. Hasuli Perera

Senior Lecturer

Colombo Institute of Research and Psychology

230, Galle Road, Colombo 4, Sri Lanka

hasuli@researchandpsychology.com

I understand that my identity will not be combined with my data and data will be only analysed after the consolidation. I understand that confidentiality and anonymity will be strictly maintained throughout the study process.

I understand that the withdrawal from the study can be done before or during the study at any time without providing any reason and the benefits that are mentioned earlier will not be affected in such decision. After the study until two-week period, I do understand that I could withdraw from the study.

Gender: _____

Age: _____

Signed: _____

Print Name: _____

Researcher's Signature: _____

Appendix 3
Survey Questionnaire

Please write below the same reference code that you provided on the consent form.

Reference Code: _____

Please refer to the **Glossary of Terms** attached to this questionnaire if you are unable to understand a particular word or phrase

SECTION 1

Listed below are several kinds of information often associated with a person’s job. Please indicate how satisfied you are with the **amount and quality of each kind of information** by circling the appropriate number on the right.

How satisfied are you with...	Very Dissatisfied						Very Satisfied
Information about your progress in your job	1	2	3	4	5	6	7
Personal news	1	2	3	4	5	6	7
Information about company policies and goals	1	2	3	4	5	6	7
Information about how your job compares with others	1	2	3	4	5	6	7

Information about how you are being judged	1	2	3	4	5	6	7
Recognition of your efforts	1	2	3	4	5	6	7
Information about departmental policies and goals	1	2	3	4	5	6	7
Information about the requirements of your job	1	2	3	4	5	6	7
Information about government action affecting your organization	1	2	3	4	5	6	7
Information about changes in your organization	1	2	3	4	5	6	7
Reports on how problems in your job are handled	1	2	3	4	5	6	7
Information about benefits and pay	1	2	3	4	5	6	7
Information about your organization's financial standing	1	2	3	4	5	6	7
Information about accomplishments and/or failures of the organization	1	2	3	4	5	6	7

SECTION 2

Please indicate how satisfied you are with the following aspects by circling the appropriate number on the right.

How satisfied are you with the...	Very Dissatisfied						Very Satisfied
Extent to which superiors know and understand the problems faced by subordinates	1	2	3	4	5	6	7
Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	1	2	3	4	5	6	7
Extent to which your supervisor listens and pays attention to you	1	2	3	4	5	6	7
Extent to which the people in your organization have great ability as communicators	1	2	3	4	5	6	7
Extent to which your supervisor offers guidance for solving job-related problems	1	2	3	4	5	6	7
Extent to which the organization's communication makes you identify with it or feel a vital part of it	1	2	3	4	5	6	7
Extent to which the organization's communications are interesting and helpful	1	2	3	4	5	6	7
Extent to which your supervisor trusts you	1	2	3	4	5	6	7
Extent to which you receive in time the information needed to do your job	1	2	3	4	5	6	7
	1	2	3	4	5	6	7

Extent to which **conflicts** are handled appropriately through proper communication channels

Extent to which the grapevine is active in your organization	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

Extent to which your supervisor is open to ideas

Extent to which horizontal communication with other employees is accurate and free flowing	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

Extent to which communication practices are **adaptable** to emergencies

Extent to which your work group is compatible	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

Extent to which meetings are well-organized

How satisfied are you with the...	Very Dissatisfied						Very Satisfied
-----------------------------------	-------------------	--	--	--	--	--	----------------

Extent to which the amount of supervision given to you is **about right**

Extent to which written directives and reports are clear and concise	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

Extent to which the attitudes toward communication in the organization are basically healthy

Extent to which the attitudes toward communication in the organization are basically healthy	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

Extent to which informal communication is active and accurate	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

Extent to which the amount of communication in the organization is about right	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

SECTION 3

Listed below are several thoughts and behaviors that you may or may not demonstrate on the job. Please indicate the extent to which you agree or disagree with each of the following statements by circling the appropriate number.

To what extent do you agree with the statements below?	Strongly Disagree					Strongly Agree
For issues that may have serious consequences , I express opinions honestly even when others may disagree	1	2	3	4	5	
I often motivate others to express their ideas and opinions	1	2	3	4	5	
I encourage others to try new and more effective ways of doing their job	1	2	3	4	5	
I encourage hesitant or quiet co-workers to voice their opinions when they otherwise might not speak up	1	2	3	4	5	
I frequently communicate to co-workers suggestions on how the group can improve	1	2	3	4	5	

SECTION 4

This section of the survey requests you to share some non-identifying information about yourself. While these questions are not compulsory, we would like you to answer these questions so that we

are able to generate a profile of all the participants, as a whole sample. This information would not be used to identify you.

Please answer the questions below by filling in the blank or placing a tick (✓) beside the most appropriate response.

1. Your age (in years):

- | | | | | | | | | | |
|-------------|--------------------------|-------|--------------------------|-------|--------------------------|-------|--------------------------|---------|--------------------------|
| Below
20 | <input type="checkbox"/> | 20-25 | <input type="checkbox"/> | 25-30 | <input type="checkbox"/> | 30-35 | <input type="checkbox"/> | 35-40 | <input type="checkbox"/> |
| 40-45 | <input type="checkbox"/> | 45-50 | <input type="checkbox"/> | 50-55 | <input type="checkbox"/> | 55-60 | <input type="checkbox"/> | Over 60 | <input type="checkbox"/> |

2. Your gender: Male Female

3. How long have you worked for your current employer? If you have worked for your current employer for less than one year, please enter "<1" for the number of years.

_____ years

Thank you for your participation in this research!

Appendix 4
Glossary of Terms

About right	-	Mostly sure that something is 'right'
Accomplishments	-	Things that have been achieved successfully
Adaptable	-	Able to be modified
Compatible	-	Able to exist together without problems or conflict
Communicators	-	People who communicate
Concise	-	Short and clear
Conflicts	-	Serious disagreements or arguments
Consequences	-	Typically unwelcome or unpleasant results
Directives	-	Official (company) instructions or directions
Extent believed to be	-	The particular level or degree to which something is or
Free flowing	-	Moving in a continuous, steady stream
Grapevine	-	Circulation of rumors and unofficial information
Hesitant	-	Unsure or slow in acting or speaking
Horizontal communication	-	Flow of messages on the same level of an organization
Identify with	-	To feel that you are similar to someone
Stimulates	-	Arouses interest in
Subordinate	-	Individuals in lower ranks or positions
Vital	-	Absolutely necessary, essential

Appendix 5

Debriefing Sheet for Survey Participants

Relationship between Communication Satisfaction and Organizational Citizenship Behaviour related to Communication

This Debriefing Sheet is for you to keep.

Thank you very much for taking your valuable time to complete this questionnaire.

The study aims to understand the relationship between your satisfaction with communication processes within your organization and your level of communication-related behavior in the workplace that are intended to improve individual and group performance. Such behavior is broadly known as a type of Organizational Citizenship Behavior, which is demonstrated when employees go beyond their job description to exert extra effort on behalf of the organization. Only few studies have tried to understand this relationship, and none have been carried out in a Sri Lankan work setting.

It is expected that an employee who is satisfied with communication within his or her organization will perceive a favourable work environment and will be motivated to exert extra effort by demonstrating a high level of communication-related behavior in the workplace.

I would like to remind you again that you can contact me (via email) within 14 days if you wish to withdraw from the study, and your questionnaire responses will be immediately deleted.

As I expect to receive responses from other employees in this organization, may I kindly request you to not communicate about the purpose of this study with your peers. Prior awareness about the purpose and questions could lead to biased responses.

If you are interested to receive a copy of the results after the completion, you may contact me, Panchal Abeysinghe, via email (panchal.abeyasinghe@gmail.com). If you would like to know more about the researcher, please contact my research supervisor, Dr. Hasuli Perera, via e mail (hasuli@researchandpsychology.com).

If you are interested in this area of research, you may find below two useful references for your own reading.

- Chan, S. and Lai, H. (2017) 'Understanding the Link between Communication Satisfaction, Perceived Justice and Organizational Citizenship Behavior'. *Journal of Business Research* [online] 70, 214-223. Available from <https://ideas.repec.org/a/eee/jbrese/v70y2017icp214-223.html>

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Once again, I sincerely thank you for your participation and contribution toward this study!

Appendix 6

Table 1. Gender-Age Category Cross Tabulation

		GENDER		Total
		Male	Female	
Age Category	Below 20	13	19	32
	20-25	80	39	119
	25-30	12	9	21
	30-35	10	0	10
	35-40	9	0	9
	40-45	4	1	5
	45-50	3	0	3
	50-55	2	0	2
	Above 55	1	0	1
Total		134	68	

Table 2. Homogeneity of Variance

	Organizational Integration	Supervisor Communication	Personal Feedback	Cooperate Information	Communication Climate	Horizontal and Communication	Informal	Media Quality	OCB
N Valid	202	202	202	202	202	202	202	202	202
N Missing	0	0	0	0	0	0	0	0	0
Mean	4.676	5.080	4.428	4.566	4.611	4.765	4.742	3.922	
Std. Error of Mean	0.076	0.082	0.079	0.083	0.074	0.068	0.076	0.044	
Median	4.8	5.2	4.6	4.8	4.8	4.8	4.8	4	
Mode	5	5.8	5	5	5.2	4.8	4.6	3.8	
Std. Deviation	1.086	1.164	1.118	1.180	1.048	0.963	1.080	0.628	
Variance	1.180	1.355	1.249	1.393	1.098	0.927	1.167	0.394	
Skewness	-0.683	-0.882	-0.525	-0.448	-0.549	-0.570	-0.622	-	0.339
Std. Error of Skewness	0.171	0.171	0.171	0.171	0.171	0.171	0.171	0.171	0.171
Kurtosis	0.431	1.034	0.028	-0.377	0.38	0.381	0.705	-	0.108
Std. Error of Kurtosis	0.341	0.341	0.341	0.341	0.341	0.341	0.341	0.341	0.341
Range	5.8	6	5.8	5.4	5.8	5.2	6	2.8	
Minimum	1	1	1	1.2	1	1.6	1	2.2	
Maximum	6.8	7	6.8	6.6	6.8	6.8	7	5	

Table 3. Factor Analysis

Variable and scale items	Factor loading	Eigenvalue	Variance explained (%)	Reliability (α)
<u>Job Information and Feedback (JIF)</u>		9.744	46.401	.906
Information about your progress in job	.809			
Personal News	.695			
Information about company policies and goals	.607			
Information about how your job compares with others	.819			
Information about how you are being judged	.737			
Recognition of your efforts	.648			
Information about requirements of the job	.573			
Reports on how problems in your job are handled	.538			
Information about benefits and pay	.627			
<u>Supervisory Communication</u>		1.643	7.821	.889
Extent to which your supervisor listens and pays attention to you	.822			
Extent to which which your supervisor offers guidance for solving job related problems	.808			
Extent to which your supervisor trusts you	.821			
Extent to which your supervisor is open to ideas	.798			
<u>Corporate Information</u>		1.474	7.021	.808
Information about changes in your organization	.753			
Information about your organization's financial standing	.543			
Information about accomplishments and/or failures of the organization	.833			
<u>Communication Quality and Adaptability</u>		1.007	4.794	.853
Extent to which communication practices are adaptable for emergencies	-.584			
Extent to which your work group is compatible	-.565			
Extent to which the attitudes towards communication in the organization are basically healthy	-.564			
Extent to which informal communication is active and accurate	-.847			
Extent to which the amount of communication in the organization is about right	-.769			

Table 4. Correlation Matrix among OCB, CS and its sub dimensions

	OCB	CS	JIF	SC	CI	CQA
Mean	19.610	19.090	41.380	20.590	13.630	24.020
(Standard Deviation)	(3.139)	(3.877)	(9.759)	(4.853)	(3.966)	(5.151)
OCB	(.766)					
CS	.332*	(.849)				
JIF	.275*	.805*	(.906)			
SC	.295*	.773*	.522*	(.889)		
CI	.208*	.826*	.578*	.457*	(.808)	
CQA	.273*	.827*	.622*	.568*	.600*	(.853)

Table 5. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	16.532	47.235	47.235	16.532	47.235	47.235	10.268
2	1.974	5.640	52.875	1.974	5.640	52.875	10.829
3	1.583	4.522	57.397	1.583	4.522	57.397	12.435
4	1.186	3.388	60.785	1.186	3.388	60.785	7.100
5	.978	2.796	63.581				
6	.923	2.637	66.217				
7	.857	2.450	68.667				
8	.797	2.276	70.943				
9	.738	2.107	73.050				
10	.726	2.075	75.125				
11	.651	1.859	76.984				
12	.625	1.785	78.769				
13	.590	1.687	80.456				
14	.576	1.645	82.100				
15	.535	1.529	83.629				
16	.505	1.443	85.073				
17	.459	1.311	86.384				
18	.427	1.221	87.605				
19	.418	1.193	88.798				
20	.406	1.159	89.957				
21	.358	1.024	90.981				
22	.335	.956	91.937				
23	.318	.910	92.847				
24	.309	.883	93.730				
25	.288	.823	94.553				
26	.274	.783	95.336				
27	.241	.688	96.025				
28	.222	.636	96.660				
29	.219	.626	97.286				
30	.207	.592	97.877				
31	.187	.533	98.410				
32	.160	.457	98.867				
33	.147	.420	99.287				
34	.126	.361	99.648				
35	.123	.352	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 6. Pattern Matrix

	<u>Component</u>			
	1	2	3	4
CS34	.761			
CS35	.679			
CS33	.577			
CS28	.551	-.222		
CS29	.510	-.287		
CS32	.505	-.208		
CS27	.497	-.447		
CS30	.433		-.240	
CS18	.368	-.248	-.249	
CS24	.287	-.238	-.268	
CS22		-.848		
CS17		-.838		
CS19		-.790		
CS26		-.784		
CS23	.235	-.496	-.226	
CS31	.338	-.464		
CS15		-.392	-.357	
CS25		-.336		.295
CS1			-.844	-.257
CS4			-.816	
CS5			-.692	
CS2			-.689	
CS3	.230		-.632	
CS6		-.265	-.624	.206
CS12			-.615	
CS7			-.543	.239
CS8			-.538	
CS11			-.527	
CS16	.370		-.525	
CS20		-.291	-.512	
CS21	.303	-.216	-.439	
CS10				.772
CS14	.288			.751
CS13	.246			.558
CS9	-.261		-.338	.549

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

- a. Rotation converged in 20 iterations.

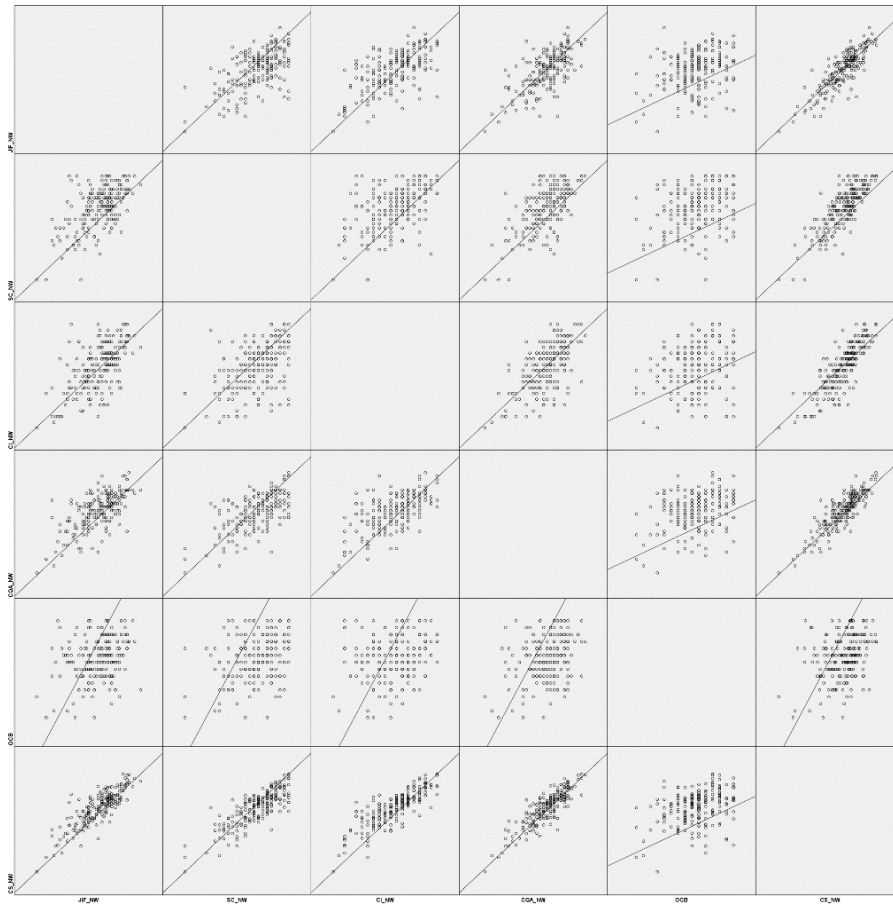


Figure 1. Monotonic Relationship among variables (CS, OCB, JIF, SC, CI, CQA)

Table 7. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Integration	.111	202	.000	.966	202	.000
Supervisor Communication	.096	202	.000	.948	202	.000
Personal Feedback	.109	202	.000	.974	202	.001
Cooperate Information	.103	202	.000	.972	202	.000
Communication Climate	.101	202	.000	.976	202	.001
Horizontal and Informal Communication	.094	202	.000	.975	202	.001
Media Quality	.101	202	.000	.972	202	.001
OCB	.082	202	.002	.973	202	.001

a. Lilliefors Significance Correction

Table 8. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Organizational Integration	0.374	1	200	0.542
Supervisor Communication	8.32	1	200	0.004
Personal Feedback	4.485	1	200	0.035
Cooperate Information	4.332	1	200	0.039
Communication Climate	8.252	1	200	0.005
Horizontal and Informal Communication	6.499	1	200	0.012
Media Quality	3.911	1	200	0.049
OCB	0.559	1	200	0.455

Table 9. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Organizational Integration	1.354	7	193	0.227
Supervisor Communication	2.085	7	193	0.047
Personal Feedback	1.933	7	193	0.066
Cooperate Information	2.755	7	193	0.009
Communication Climate	1.702	7	193	0.11
Horizontal and Informal Communication	1.840	7	193	0.082
Media Quality	1.596	7	193	0.139
OCB	1.913	7	193	0.069

Table 10. Component Correlation Matrix

Component	1	2	3	4
1	1.000	.464	.386	-.482
2	.464	1.000	.297	-.466
3	.386	.297	1.000	-.383
4	-.482	-.466	-.383	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Table 11. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	9.744	46.401	46.401	9.744	46.401	46.401	7.524
2	1.643	7.821	54.222	1.643	7.821	54.222	6.066
3	1.474	7.021	61.244	1.474	7.021	61.244	4.350
4	1.007	4.794	66.037	1.007	4.794	66.037	6.153
5	.788	3.751	69.788				
6	.738	3.513	73.301				
7	.653	3.110	76.411				
8	.548	2.607	79.018				
9	.538	2.564	81.582				
10	.514	2.449	84.031				
11	.479	2.281	86.313				
12	.462	2.201	88.513				
13	.399	1.899	90.412				
14	.370	1.763	92.175				
15	.310	1.476	93.651				
16	.284	1.353	95.003				
17	.261	1.243	96.246				
18	.239	1.139	97.385				
19	.219	1.044	98.429				
20	.171	.814	99.243				
21	.159	.757	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 12. Pattern Matrixa

	Component			
	1	2	3	4
CS1	.809		-.293	
CS2	.695			
CS3	.607			-.228
CS4	.819			
CS5	.737			
CS6	.648	.275		
CS8	.573			
CS10			.753	
CS11	.538			
CS13			.543	-.230
CS14			.833	
CS17		.822		
CS19		.808		
CS22		.821		
CS26		.798		
CS33				-.564
CS34				-.847
CS35				-.769
CS29		.264		-.565
CS28		.254		-.584
CS12	.627		.264	

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 8 iterations.