

Communication Satisfaction Questionnaire Databank

The Communication Satisfaction Questionnaire, developed by Downs and Hazen (1977), is a primary investigative tool used in communication assessments. Employees were asked about their satisfaction level with various aspects of communication within the organization. This is a summary of employee responses collected from the 26 companies represented in the databank. The results are presented in three sections.

- ? Table 1 presents a rank-order of the communication satisfaction items in descending order of satisfaction. All means are computed on a “0 – 10” point satisfaction scale, with “0” representing no satisfaction, “5” representing average satisfaction, and “10” representing high satisfaction.
- ? Table 2 presents employees’ reactions to factors that impact their level of job performance. A “0 – 10” point scale was used, with “0” representing that the item had no influence on performance, “5” indicating average influence, and “10” indicating high influence.
- ? Table 3 presents the demographics of the sample.

Table 1: Rank of Employee Satisfaction Levels

<i>Rank</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Survey item</i>
1	7.45	2.44	? Supervisor trusts me.
2	7.14	2.34	? Supervision given me is about right.
3	7.07	2.17	? Work group is compatible
4*	6.88	2.04	? My employees are responsive to downward directive communication.
5*	6.81	2.04	? Subordinates are receptive to evaluation, suggestions, and criticism.
6	6.79	2.02	? Satisfaction with my job.
7	6.69	2.29	? Supervisor is open to ideas.
8*	6.64	2.12	? Subordinates feel responsible for initiating upward communication.
9*	6.53	2.06	? Subordinates anticipate my needs for information.
10	6.48	2.66	? Information about employee benefits and pay.
11	6.39	2.52	? The extent of grapevine activity in our organization.
12	6.38	2.29	? Horizontal communication with other employees is accurate and free flowing.
13	6.34	2.50	? Information about the requirements of my job.
14	6.34	2.33	? Written directives and reports are clear and concise.
15	6.23	2.83	? Supervisor listens and pays attention to me.
16	6.14	2.68	? Supervisor offers guidance for solving job-related problems.
17	6.13	2.28	? Communication practices are adaptable to emergencies.

18*	6.12	2.23	? Supervisors do <i>not</i> have communication overload.
19	6.00	2.56	? Information needed to do my job is received on time.
20	5.87	2.19	? Informal communication is active and accurate.
21	5.73	2.71	? Information about company policies and goals.
22	5.66	2.50	? The attitudes toward communication in the company are basically healthy.
23	5.62	2.73	? Information about departmental policies and goals.
24	5.59	2.58	? Meetings are well organized, clear and concise.
25	5.56	3.25	? Information on company profits and company standing.
26	5.51	2.46	? Personnel news.
27	5.38	2.56	? Company publications are interesting and helpful.
28	5.34	2.31	? The amount of communication in the company is about right.
29	5.30	2.38	? People in my organization have great abilities as communicators.
30	5.27	2.86	? Information about accomplishments or failures of the company.
31	5.26	2.58	? Conflicts are handled appropriately through proper communication channels.
32	5.19	2.60	? The company's communication makes me identify with it or feel like a vital part of it.
33	5.18	2.60	? Information about my progress in my job.
34	5.02	2.63	? Information about changes within organization.
35	4.99	2.47	? Company communication motivates and stimulates enthusiasm for meeting its goals.

36	4.86	2.51	? Supervisor knows and understands the problems faced by subordinates.
37	4.86	2.80	? Recognition of my efforts.
38	4.56	2.71	? Information about how I am being judged.
39	4.53	2.60	? Reports on how problems in my job are being handled.
40	4.50	2.81	? Information about government action affecting my company.
41	4.44	2.57	? Information about how my job compares with others.

Note: * Designates that only those in supervisory position answered the questions.

N = 2,101

*N = 547

Table 2: Factors Influencing Level of Job Performance

<i>Rank</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Survey item</i>
1	8.77	1.67	? Feelings of personal achievement
2	8.72	1.72	? Job satisfaction
3	8.68	2.14	? Job security
4	7.73	2.09	? Pay
5	7.70	2.81	? Family
6	7.63	2.21	? Immediate supervisor
7	7.56	2.59	? Opportunities for advancement
8	7.18	2.13	? Co-workers
9	5.91	2.71	? Economic conditions

Table 3: Database Demographics

Gender	(a) Males: 49.9% (b) Females: 50.1%
Age	(a) under 21: 3.2% (b) 21-29: 38.9% (c) 30-39: 31% (d) 40-49: 15.7% (e) 50-59: 8.9% (f) over 60: 2.2%
Education	(a) high school or less: 44.5% (b) some college: 22.7% (c) specialized professional degree: 10.7% (d) undergraduate college degree: 20.7% (e) graduate degree: 2.0%
Length of time worked for the organization	(a) less than a year: 18.2% (b) 1-4 years: 33.9% (c) 5-8 years: 20.5% (d) over 9 years: 26.8%

Downs, C., & Hazen, M.D. 1977. A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3):63-73.