

Factors Influencing Work Communication in Chinese Organizations

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Abstract

Effective communication is believed to be an important element for job performance and work efficiency. Employees' work communication was assessed and examined in relation to Organizational socialization, Perceived organizational support, and Burnout. Organizational socialization was measured over four dimensions, namely: (1) Training; (2) Understanding; (3) Coworker Support; and (4) Future Prospects. A revised short version of Eisenberger, Huntington and Hutchison's (1986) SPOS was used for the Perceived Organizational Support variable, and two factors: Emotional Exhaustion and Personal Accomplishment of Maslach and Jackson's (1981) MBI were used for the Burnout variable. Data were collected from 395 full-time employees in Macao (157) and Zhuhai (238). Two dimensions of Socialization (e.g., Understanding and Future Prospects), Organizational support, and Personal accomplishment were highly and positively correlated with Work Communication. Means comparisons yielded substantial differences, with the Mainland China sample being significantly more satisfied with all four dimensions of organizational socialization, perceiving more support from their organizations, having a greater sense of achievement at work, and more communicative during their work. The results of the comparisons are discussed in terms of the similarities and differences in the cultures and economic development of the two regions. Multivariate regressions revealed Personal accomplishment, Perceived organizational support, and Organizational socialization to be predictors of Work Communication among Chinese employees in Chinese organizations. The results imply that by providing effective socialization programs, and supporting employees whenever necessary, managers can expect more work communication among their employees.

Keywords: Work Communication, Organizational Socialization, Organizational Support, Burnout.