

The Effects of Miscommunication between Supervising Officers and Supervised Employees on Company Attrition and Employee Resignation

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Abstract: *The objective of this paper is to identify the determinant factors that affect employee resignation from the company. One factor that is concentrated upon by the research study is the existing relationship between an employee and his supervising officer. The basis of workplace conflict is patterned according to De Bono's definition of conflict, which is a result of differences in either interest, values, actions, views or directions. Attraction-Selection-Attrition is the Theoretical framework basis for the research study. Two sets of data gathering procedures were conducted. An equal number of employee and officer respondents were asked to answer a set of questionnaires that were categorized according to workload, goals, personality, career advancement, and organizational management. Using descriptive statistics and reliability scale, significant factors affecting employee resignation were identified. The results of the two data gathering procedures showed that the highest factor that contributes to employee resignation is financial remuneration, followed by career advancement. It was also concluded that a supervising officer will more likely resign from the company due to a conflict with the higher management than an employee who is in conflict with his immediate supervisor.*

Keywords: attraction-selection-attrition, Social Business Organizational model, organizational management, reliability scale

1. Introduction

1.1 Rationale of the Study

Every organization aspires to have an open communication line among its high level officers and staff personnel. Some companies put emphasis on this aspect that they would resort to having Skip-level consultations and even one-on-one sessions between an employee and the HR group so as to ensure that there is no disconnect between the levels of organization of the company's employees.

High Level officers like group heads, department managers, and unit supervisors usually have full workload in the workplace. They often have a full day workload with no sufficient time to listen to their supervised personnel or lower level employees. On the other hand, lower level employees infer that issues arising in their respective units are not being properly mitigated by their corresponding officers.

This perception is also stimulated by the delayed action of the officer on any conflict or argument in the group. Thus, the concept of miscommunication between supervisors and employees may result to disharmony in the office, inefficient team output, and negative work performance.

Several scenarios may take place. The worst case scenario is that a disgruntled employee would often resort to looking for an alternative employer, even to the point of accepting a lateral position with no apparent increase in salary or promotion, just to leave his present organization.

On a larger scale, that does not only concentrate on a specific department of a single company: How could

miscommunication between a supervisor and his personnel result to resignation or attrition from the organization?

While two or three resigning employees from a particular department can cause no alarm to the supervising officers, mass attrition from a company will be a source of panic not only to its department and group heads, but also with the management committee of the organization.

Conducted exit interviews would yield differing reasons for resignation. However, if these resigning employees are accepting jobs that will not provide career advancement nor higher pay, the management and supervisory unit of the resigning employees will be put into question.

As such, it is important that the root causes of these scenarios are looked into by the unit supervisors, department managers, and group heads. The question at hand is whether the mass resignation is a result of an unfair officer or an incompetent supervisor, or that the office politics or miscommunication between its employees is not properly addressed. Such reasons for employee attrition could lead to questioning the leadership style and competence of a department's officers.

It is then important to study the reasons as to why a number of individuals would seek employment in different companies despite lack of advancement. Hence, such change in employment could be of no benefit for them except being removed under their supervising officer.

1.2 The Research Problem

The apparent motive of resignation from an organization is finding a better opportunity in a different company. While most of the resigning employees have this as their primary

reason, a number of employees are forced to look for another employment due to miscommunication with their respective supervisors.

In an attempt to go out of the organization, these employees would accept a job that is unable to provide neither higher remuneration nor advancement in the corporate ladder. Rather, this will just give the same benefits (or even less) compared with his present employer. Instead of looking for an employment that could provide a career or financial advancement, the employee will transfer to a company just for the sake of having a source of income than leaving the company and being unemployed.

This perception of an employee can be changed if communication between supervisors and personnel is in place in the unit.

1.3 The Objectives of the Study

This research study has the following objectives:

1. To identify the different reasons why an employee is forced to transfer to a new company that offers equal or lower position and financial remuneration than his present organization
2. To enumerate and rank accordingly the factors affecting miscommunication between employees and their supervising officers
3. To validate the allotted time frame set that could be acceptable for employees and supervising officers in dealing with office disharmony and obtaining proper feedback from subordinates
4. To identify possible solutions that can be applied by privately-owned organizations to mitigate office miscommunication that will lessen the number of attritions of its employees

1.4 Hypothesis

With this study concentrating on the effects of miscommunication between supervising officers and their respective employees, the following are the hypotheses of the paper:

H1: An employee, faced with an unprofessional supervising officer, will have a tendency to resign from the company to avoid any further conflict with his immediate superior.

H2: Differing personalities among the team members is the greatest driving force that could lead to office miscommunication in the team, in particular, between the supervising officer and the employees.

2. Review of Related Literature

Any form of miscommunication in the corporate world can be a result of the physical environment within or the behavioral aspects of employees and employers. Differing goals between supervisors and their employees can result to a divided team with different goals and objectives within the group, and will provide a bridge to having negative effect on

the attitude of the employees, which will result to poor productivity, lower output, or quality of work.

The negative effect on productivity performance is not only limited to the subordinates alone. When it comes to supervisors, their leadership style and team handling capabilities are not only directed to a single subordinate but to the whole unit, which results to having a direct effect on the productivity of the whole unit in general.

2.1 Defining Conflict

[1] Conflict, as defined by De Bono (1985), is a clash of interests, values, actions views or directions. While an organization consists of a group of individuals positioned in an organizational structure according to hierarchy of position, Filley (1975) has identified several conditions which can give the occurrence of conflict between different parties: ambiguity of the limits of each party's jurisdiction, conflicting interests, separation of parties from each other either physically or with respect to time which causes communication barriers, dependency of one party upon the other, parties wanting to make joint decisions, a need for consensus, imposing behavior regulation on one of the parties, and the presence of unresolved prior conflict.

[2] Daniel Katz (1965) identifies three main sources of conflict:

1. Economic conflict – pertains to competition to obtain scarce resources. This happens when each individual aims to get the most that he can, wherein his behavior is directly proportional to the aim to maximize what he can obtain. This is evident in union and management conflicts of an organization, wherein each group is determined to maximize their share from the year-end profit of the company.

2. Value conflicts – pertains to the mismatch in the life ideas and principles –the preferences, values, and practices of each concerned party.

3. Power conflict – happens when each party determines to maintain or maximize its influence in the group. In this concept, it is suggested that there will always be a stronger and a weaker party in a group, giving rise to power struggle. Such kind of conflict is more apparent in organizational employees, between supervisors and their staff.

It should also be taken into consideration that conflict may also arise between employees of the same level and job description.

[1] Kirchoff and Adams (1982) enumerate that there are four conditions upon which conflicts may arise. These are the following:

1. Ambiguous roles and responsibilities
2. High stress environments
3. Multiple boss situations (where an employee reports directly to different authorities according to company organization)
4. Prevalence of advanced technology.

[1] [3] Malik (2012): In the traditional view, a conflict is bad; it is caused by troublemakers. Conflicts must be avoided or suppressed. But in contemporary view, a conflict is normal and inevitable, can often be beneficial, and is a natural result of change. In the contemporary view, a conflict should be managed rather than suppressed.

2.2 Functional and Dysfunctional Conflict

A member of the management should be able to determine if a disagreement that arises is a functional conflict or a dysfunctional conflict.

[4] Functional conflict comes up when any concept, decision, or action that is related to the job is in disagreement, or when there exists a personality clash between the personnel involved. This can be resolved by means of one-on-one consultations, group and departmental meetings to address any disagreement on policies and procedural course of actions that need to be undertaken by the team. It can even be resolved through a general meeting with the management in order to raise any employee concern that is job related. Such form of conflict can be considered as productive for it can bring better results and teamwork among the personnel to come up with a better solution.

[6] Dysfunctional conflicts are often considered as damaging to the team because no one attempts to find the solution but everyone is trying to advance their own opinions and ideas on the matter at hand. For this type of conflict, the seniors do not take interest in the opinions of their subordinates but would rather assume that the plausible solution of the problem will eventually come up without their direct interference on the issue. This form of conflict may tend to affect the teamwork and productivity of the department, may cause more conflict than what was originally available, and may bring about disagreements between supervisors and his supervised employees.

In dysfunctional conflict, personality clashes arise. Originally starting as a conflict of interest or view on a work-related topic, the disagreement would then branch into mutual abhorrence among employees, such that any work-related issue being discussed by the two employees concerned will be tainted by their di sympathy towards the other person. Hence, this brings questionability on their professional relationship.

[7] Ariani and Chashmi (2011) studied the effect of having a new organizational change in the workplace and its resulting dysfunctional conflict among its employees. The paper focused on the Iranian Internet Service Provider (ISP) - Fanava Company, having recently undergone a re-organization that led to formation of new departments.

2.3 Organizational Conflict

[6] Organizational conflict involves any conflict or misunderstanding in or outside of the workplace that occurs between two or more employees. It is suggested that organizational conflict is expected given the wide range of goals and expectations that is anticipated by every stockholder and management personnel involved in the organization. This may include, but is not limited, to

employment conflict, supervisor-employee conflict, and labor management conflict.

While in the offset, its definition does not only limit the term between supervisors and its employees. Rather, this covers the whole personnel involved in the organization, including stockholders, management, managers, officers, and even customers. For example, if employees of the company will clamour for an additional remuneration, this will be met with reservation by the company stakeholders and management, as this will have an impact on the over-all annual net income of the company.

On a smaller scale, an example would be in a simple project implementation in a department. Conflicts may arise between team members or between managers and teammates if there is a disagreement or inconsistency on the objectives and procedures to be followed.

Sources of conflict in the organization may stem from differing goals and focus of the management, lack of reward recognition to performing employees, and even insufficient resources available to complete the mandated job to be performed.

[8] De Bono (1985) distinguishes ways to deal with conflict situations:

1. The fighting approach – revolves around tactics, strategy and weak points. Think of a scene in the court room, wherein the only goal of the two opposing parties is winning.
2. Negotiating approach – provides a compromise between the two parties, but the resolution involves limited end possibilities and does not provide any resolution or coming up with something new.
3. Problem Solving approach – involves analysis of the causes of the problem. The expected solution will be defined by the problem, hence backtracking is needed. This approach does not consider the origins of the conflict, but the conflict itself, and moving backwards.
4. Design approach – is an approach to conflict that is solution focused and determines the actions that need to be done in order to solve the conflict.

This study intends to focus on the conflict that arises between supervisors and their employees.

2.4 Theoretical Framework

This study focuses on organizational conflict, thus the organizational communication theory of attraction-selection-attrition framework will be the basis for the assumptions formulated.

[9] *Attraction-Selection Attrition Framework* – With this theory closely associated with psychology, it is emphasized that “people make the place” and that organizational culture, climate, and practices are defined by the people of the organization, Schneider (1987). [10] This was amended by Schneider himself in 1995 emphasizing people as the factors

responsible not only for the structure of the organization, but also of its processes and culture.

This is a person-oriented model of organizational behavior whose basis is that an organization is defined by the collective characteristics of the people who belong in it.

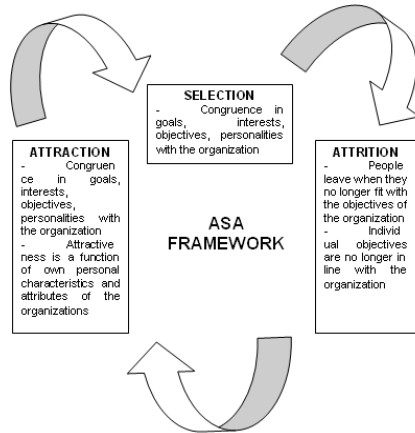


Figure 1: Attraction-Selection-Attrition Framework

This theory attempts to recognize organizational behavior. People that comprise the organization determine the climate, culture, and practices in the company. As such, it is the attributes of people and not of the external environment that serve as the basic factors that affect organizational behavior.

It is perceived that in *Attraction*, people are drawn to careers that are in correlation with their own interests and personality. Tom (1971) and Vroom (1966) added other factors for attraction declaring that people search environments that fit their personality.

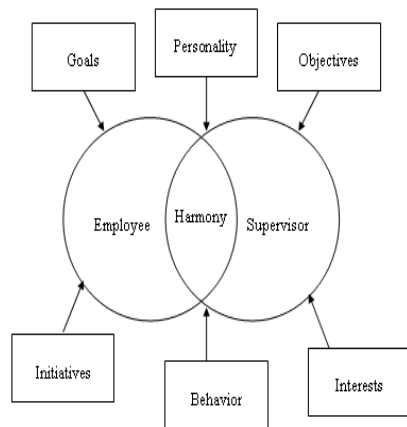


Figure 2: Attraction

It is the opposite in *Selection*, wherein organizations select the personnel deemed fit for the job that is vacant. This involves selecting people who share the same goals and personal attributes with the management.

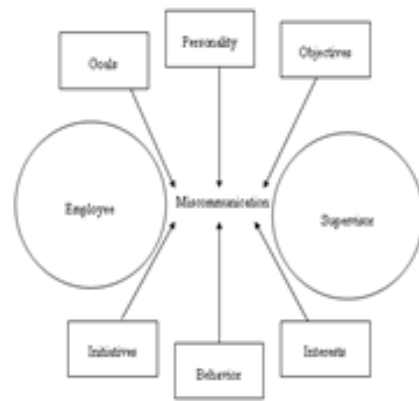


Figure 3: Attrition

For *Attrition*, this is when people realize that they are no longer in line with the objectives of the organization; hence find a way to leave the company. This is considered as the opposite of attraction. It is assumed that when people leave the organization, a more homogeneous group of personnel remains.

Considering Figures 2 and 3 above, the same components that can cause harmony between supervisor and employee (attraction) can cause miscommunication between supervisor and employee (attrition) in their relationship.

On the attraction part, both supervisor and employee have the same interests, objectives initiatives, behavior, etc. which result to a harmonious relationship. Any differing component, a conflict either in objective, personality, initiative, goal etc. may cause miscommunication between supervisor and employee, and can be a benchmark for the beginning of a conflict.

Taking into emphasis the attraction-selection-attrition framework, wherein there is communication between the supervisor and employee, the assurance that an employee will continue to become a productive and performing individual will be there, provided that if a conflict arises, there is direct communication to address the problem between the employees concerned. This is also to avoid the blowing the issue out of proportion.

On the other hand, once miscommunication between employees in the organization exists, the behavioral and attitudinal aspects of the employees will be affected, and such may affect the unit's performance. This can lead to the attrition aspect in the framework, wherein there is already a conflict in the objectives and attitudes of the employees with the organization's management.

[11] An examination on the Attraction-Selection-Attrition Framework was conducted by Brentz (1988) to challenge the theory. With regards to an organizational model in a corporate setting, he said that the [12] Centralized model of Social Business Organizational Models is applicable:

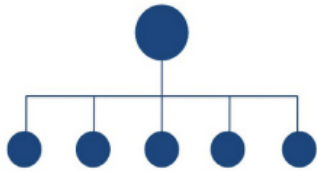


Figure 3: The Social Business Organization Model

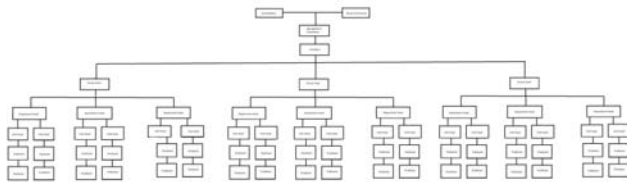


Figure 4: Social Business Organization Model, in a larger scale

While the first figure above shows the general model of a social business organization, the second figure translates the model into a more realistic setting, wherein the top management comprises the stockholders and board of directors. Each higher level has more authority compared to the lower levels in the second chart. Organizational conflict arises when the decisions of the higher authority are not in line with the objectives that need to be met by the members of the lower authority. On a smaller scale, the figure only involves the department heads, unit heads, and employees:

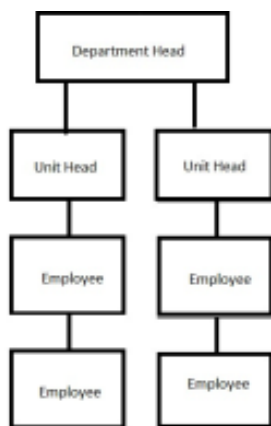


Figure 5: The Social Business Organization Models in the Department

Conflicts may arise between the following persons:

1. Department head and unit head
2. Unit head and employee
3. Department head and employee

This combination does not even consider the employees involved in other units. The probability that there will always be a conflict on the smaller scale is inevitable, as each individual may have a different goal and target in mind while working in the company.

It is presumed that prior to entering the stage of attrition in the framework; the personnel involved will arrive at the stages of conflict.

3. Methodology

There is a significant effect on productivity output and performance of an employee based on the existing relationship of a supervising officer and his supervised staff. One of the reasons that can be pointed out on resignation or attrition from the company is miscommunication between supervisor and employee.

3.1 Research Design

Because the research aims to determine the effect of miscommunication between employees and supervising officers, it is necessary that both parties' view on the matter is taken into consideration.

The data gathering procedure is done twice.

In the first sampling, the number of people to be considered will already be a combination of supervised employees and supervising officers. Half of the population survey will be from the employees, while the other half will be from the supervising officers.

The questions on the first sampling that were provided to each employee and officer are grouped into the following categories:

1. Workload - employee job description, function, and responsibilities
2. Organizational management - leadership style, teamwork
3. Career advancement - employee ratings, supervisor guidance
4. Personality differences - attitudes
5. Goals - initiatives and perspectives.

The results of the survey, for both employees and supervising officers are tabulated and compared. Each differing opinion is analyzed and studied and the reasons for arriving at these opinions are to be re-visited. Once the summarized version of the results is already available, a new set of questions is given out based on the results that were received by the respondents.

The second sampling procedure involves a new set of questions for a subset from the original respondents – in order for them to be able to have a general idea on what the other half of the population has responded to, and based on the results of the first survey, they either agree or disagree on it. This subset is randomly selected from the original population involved on the first sampling.

Because the data gathering procedure is done twice, this research has two results. The study is presenting the initial replies of both parties, and the second provides the two groups' opinions once the answers of the other group are known to them.

Having two sets of questions set on different time intervals allow them to have a general view not only of their opinions about organizational conflict, but also on the other party as well.

3.2 Respondents and Sampling Method

It is the aim of the study to analyze the root cause of miscommunication between supervisors and supervised employees.

The study conducted is done thru a survey analysis on randomly selected 50 employed individuals across different industries. Out of the 50 employed individuals, there should be 25 employees and 25 officer respondents. The population involved in the sampling comes from different organizations. This is to avoid having a homogenous result for the study.

The logic behind having two different questionnaires for both the supervising officers and the supervised employees is to have the views of both parties studied and validated against the assumptions of the study. Each question seeks to investigate whether there are already existing personal issues and conflicts in one’s office, and if those existing conflicts are already hampering the productivity and performance of the respondents.

Using the attraction-selection-attrition framework, the attributes that contribute to the attraction and attrition processes will be analyzed. It is the goal of this research to also seek the point of view of both parties concerned and provides recommendations on improving organizational communication to lessen miscommunication leading to conflict in the workplace.

3.3 Data Gathering Procedure

For the first sampling procedure, a copy of the questionnaire was distributed to a total of 150 individuals, 75 employees and 75 officers.

Out of the 150 questionnaires that were distributed, there were only 48 employees and 32 officer responses that were received after a two-week period allotted for the data gathering procedure. The selection of 25 respondents from officer and employee responses were done by randomly assigning numerical equivalents to each of the responses received.

The first questionnaire also provided the respondents an option to choose as to whether they were interested to be a part of the second data gathering procedure. Out of the 48 employee responses received, only 23 affirmed to participate in the second sampling, while 15 out of 32 officer respondents agreed to participate in the second sampling. These 38 individuals were then given the second questionnaire, but only 23 (13 employees and 10 officers) responses were received. The three employee responses that were then ruled out were based on the date of receipt of the second questionnaire reply.

4. Results and Discussions

4.1 Demographic profile

Table 1 shows the demographic profile of all the participants in this research study for the first data gathering procedure that was conducted. This includes the classification of the participants according to industry, area, number of years working, including the previous jobs employed, and employee level of the participants.

Table 1: Demographic profile of respondents according to company industry

COMPANY INDUSTRY	Frequency	%
Banking	17	34
Other Services	8	16
Business Services	7	14
Insurance	7	14
Financial Services	4	8
Telecommunication	4	8
Health Services	1	2
Research	1	2
Trading	1	2
Total	50	100

Table 2: Demographic profile of respondents, according to work location

WORKLOCATION	Frequency	%
Makati City	25	50
Pasig City	7	14
Taguig City	6	12
Marikina City	4	8
Mandaluyong City	3	6
Manila	2	4
Antipolo	1	2
Cavite City	1	2
Rizal City	1	2
Total	50	100

Table 3: Demographic profile of respondents, according to number of years working

NO. OF YEARS WORKING	Frequency	%
< 3 years	6	12
> 15 years	4	8
10-15 years	5	10
5-10 years	35	70
Total	50	100

For the first round of data gathering, 25 employees and 25 officers were asked to answer a set of questionnaires that aims to analyze the existing communication relationship of officers and employees in private organizations.

4.2 First Data Gathering

Respondents were requested to tabulate factors that were known to affect employee resignation from the company. For this scale, the highest mean determines the factor that most affects employee resignation from the company.

Tabulated factors of employee responses were arranged accordingly from the highest to the lowest mean.

4.2.1 Descriptive and Reliability Statistics

Starting with the initial hypothesis, it was expected that employee respondents will give significant responses reflecting miscommunication with his supervising officer as a contributing factor for employee resignation from the company. This was computed from the results of the initial data gathering procedure by tabulating the over-all responses received from employees and supervisors.

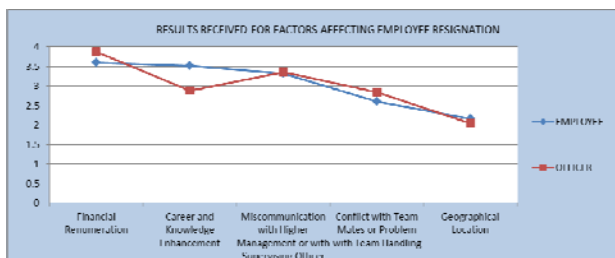
Using descriptive statistics (descriptive) to calculate the factors affecting employee resignation from the company, the following results were received:

Table 4: Employee and officer responses for factors affecting employee resignation

FACTORS AFFECTING EMPLOYEE RESIGNATION	EMPLOYEE		OFFICER	
	Mean	Std. Deviation	Mean	Std. Deviation
Financial Remuneration	3.6	1.472	3.88	1.301
Career and Knowledge Enhancement	3.52	1.229	2.88	1.235
Miscommunication with Higher Management or with Supervising Officer	3.32	1.314	3.36	1.439
Conflict with Team Mates or Problem with Team Handline	2.6	1.291	2.84	1.178
Geographical Location	2.16	1.281	2.04	1.337

For the factors affecting employee resignation, both employees and officers agreed that financial remuneration was the greatest factor for employee resignation from the company. However, an officer has a higher probability to resign due to miscommunication with higher management than an employee, who will be more concerned with his career and knowledge enhancement than with his communication relationship with his supervisor. Conflict within the team and geographical location were both the least determining factors for employee resignation for both groups.

Chart 1: Mean results for Employee and Officer Responses for Factors affecting Employee Resignation



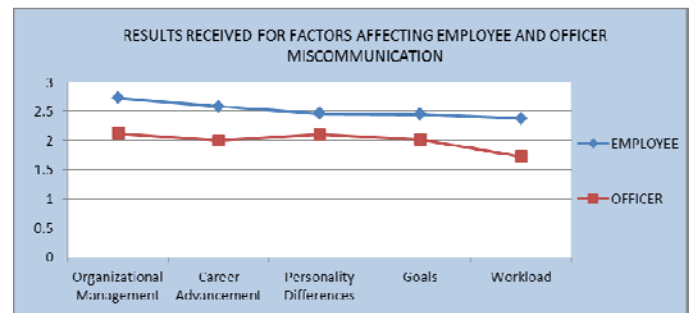
Taking into consideration the question categories on workload, organizational management, career advancement, personality differences and goals, using descriptive statistics (frequencies) to calculate the factors affecting miscommunication between an employee and his supervising officer, the following results were received:

Table 5: Employee and officer responses for factors affecting miscommunication of employee and supervisors

FACTOR AFFECTING MISCOMMUNICATION BETWEEN EMPLOYEE AND SUPERVISOR	EMPLOYEE		OFFICER	
	Mean	Std. Deviation	Mean	Std. Deviation
Organizational Management	2.73	0.901	2.12	0.821
Career Advancement	2.58	0.866	2	0.621
Personality Differences	2.46	0.856	2.1	0.773
Goals	2.45	0.865	2.02	0.814
Workload	2.38	0.326	1.73	0.518

For this scale, 1 was ranked as the highest with 5 being the lowest. Results showed that workload was the least reliable factor among the group, with a variance of > 0.5 for the employee respondents. Both groups of respondents agreed that organizational management or leadership style of a supervising officer and workload or employee job description were the greatest and least factors that affect miscommunication between officers and employees, respectively. However, other factors like personality differences, goals, and career advancement differed on weights when it comes to affecting miscommunication between employees and officers.

Chart 2: Mean results for Employee and Officer Responses for Factors affecting miscommunication of Employee and Supervisors



Concentrating on a per question basis, with each question in the research paper categorized by factors affecting miscommunication of employees and their immediate supervisors, the following items in the questionnaire garnered the highest discrepancy of results between the officer and employee responses per identified category during the first sampling procedure that was conducted:

Table 6: Question with the largest mean difference of employee and officer responses per identified category

CATEGORY	ITEM	MEAN DIFFERENCE	REMARKS
Workload	EMPLOYEE: When it comes to management directive changes that affect my job description, I am not the last person to know in the whole team. OFFICER: When it comes to management directive changes that affect my job description, I make sure that my team members are made aware of it.	0.72	Officer responses are between strongly agree and agree, employee responses received agreed on this statement
Personality Differences	EMPLOYEE: My supervising officer is able to communicate to me freely. OFFICER: I am able to communicate to my team freely.	0.56	Officer responses are between strongly agree and agree, employee responses received agreed on this statement
Goals, Initiatives, Perspectives	EMPLOYEE: My initiatives are taken into consideration and are well noted during my annual performance rating. OFFICER: I take the initiatives of my team into consideration, these are well noted during their annual performance rating	0.76	Officer responses are between strongly agree and agree, employee responses are between agree and neutral for this statement.
Career Advancement	EMPLOYEE: I believe that each individual's work performance is being judged by my supervisor fairly. OFFICER: I believe that I fairly judge each of my team member's individual work performance.	0.96	Officer responses are between strongly agree and agree, employee responses are between agree and neutral only.
Organizational Management	EMPLOYEE: When a conflict in the team arises, my supervisor is able to resolve this disagreement internally, not allowing the issue to be known to other personnel outside the team. OFFICER: When a conflict in the team arises, I am able to resolve this disagreement internally, not allowing the issue to be known to other personnel outside the team.	1.08	Officer respondents agreed on this statement. Employee responses received is only neutral.

4.2 Second Data Gathering – Validation of Results

A second data gathering was performed from a subset of 20 respondents (10 employees and 10 supervising officers) randomly selected from the original population of 50 respondents from the first data gathering procedure. This second data gathering intended to validate the initial results received from the first data gathering conducted from the original 50 respondents.

The employee and officer responses for the questions indicated in the first research material were then tabulated and summarized. The 25 employee responses were then summarized into one result, the same was done with the responses of the 25 officers.

When presented with this summary of results for the second data gathering procedure, 15 out of the 20 respondents preferred the employee responses over the officer responses. This is with reference to the factors affecting employee resignation, with the notion that financial remuneration and career advancement will always be the mitigating factor of an employee resigning from a company.

Table 7: Second Data Gathering - factors affecting employee resignation

FACTOR AFFECTING EMPLOYEE RESIGNATION	EMPLOYEE RESULTS		OFFICER RESULTS	
	Frequency	%	Frequency	%
EMPLOYEE RESIGNATION	15	75	5	25

Taking into consideration 5 out of the 20 respondents who agreed with the officer responses, only 10% of the over-all sample of the second data gathering agreed and validated the possibility of resigning from the company due to miscommunication with the higher management over career advancement. But these respondents still considered financial remuneration as the highest factor for resigning from the company.

When it comes to considering the factors that affect miscommunication between employees and supervisors, both employees and officers agreed that organizational management and workload were the greatest and least factors for miscommunication between supervisors and employees respectively, as shown in the first data gathering procedure. Also, both groups of respondents tended to look at personality differences, goals, and career advancement on different weights when it comes to affecting miscommunication between employees and officers.

Table 8: Second Data Gathering - factors affecting miscommunication between employee and supervisor

FACTOR AFFECTING MISCOMMUNICATION BETWEEN EMPLOYEE AND SUPERVISOR	EMPLOYEE RESULTS		OFFICER RESULTS	
	Frequency	%	Frequency	%
MISCOMMUNICATION BETWEEN EMPLOYEE AND SUPERVISOR	14	70	6	30

When presented with the questions that were garnered with the greatest discrepancy of received results from the group of officer and employee responses, the second set of respondents agreed more with the summary of results received for both question related to workload and goals category, The results received for the organizational management category got the lowest level of positive responses during the second data gathering:

Table 9: Second Data Gathering – positive responses received for the questions with the largest mean differences per identified category

FACTORS AFFECTING MISCOMMUNICATION BETWEEN EMPLOYEE AND SUPERVISOR	MEAN DIFFERENCE	POSITIVE RESPONSES	%
Organizational Management	1.08	13	65
Career Advancement	0.96	15	75
Personality Differences	0.56	16	80
Goals	0.76	17	85
Workload	0.72	17	85

To address the second objective of this research paper, taking into consideration the limited amount of time available for the supervising officers to specifically address work related concerns, both of the two groups of respondents agreed that the ideal time frame a supervising officer should allot to address existing communication concerns in the team was a 30-minute session held once a week with his team members.

As shown and validated in the results of the first data gathering procedure, the primary factor for miscommunication in the office was the organizational management of the supervising officer, which is determined by his existing leadership style that he applies to the team that he supervises, and the way that he exercises teamwork among his subordinates.

Table 10: Frequency of employee to supervisor consultations

	EMPLOYEE RESULTS		OFFICER RESULTS	
	Frequency	Percent	Frequency	Percent
Twice a Week	0	0	1	10
Once a week	7	70	5	50
Once every two Weeks	3	30	1	10
Once a Month	0	0	3	30
Total	10	100	10	100

Such sessions may comprise of meeting the whole team or the individuals concerned on a one-on-one basis. These sessions did not include meetings with the unit with the aim of cascading work processes or procedures within the group, but to specifically address any miscommunication issue arising in the group.

4.3 Limitations of the Research Material in the Local Setting

[13] As obtained from the July 2011 NSO Special Report, there are 4.5 million individuals employed in NCR alone, whereas there are 37.11 million employed population in the country. A sample size of 50 respondents from the 4.5 million employed individuals in Metro Manila is less than .01% of the total employed individuals in NCR. If a stronger validation of the results is to be expected with a higher

probability of accuracy, population used for the data gathering should be increased.

To have a more heterogeneous population sampling, the demographic profile of respondents have to be carefully considered and distributed accordingly in the following categories: company industry, work location and number of year working, as compared to the population demographics that were presented in this research paper. With the respondents being randomly selected through a series of emails and questionnaires personally handed out, such form of uniform distribution was not specifically addressed during the conduct of the data gathering procedure.

5. Conclusions and Recommendations

Based on the data gathered from the first and second data gathering procedures that were conducted for this research paper, results showed that the factor which greatly contributed to employee resignation was financial remuneration. This was followed by career advancement. Miscommunication within the team or with higher management only came up third in ranking.

While the paper initially aimed to determine the primary reasons of employee resignation from the company following an incompetent supervising officer, the two sampling procedures concluded that it was more likely that a supervising officer will resign from the company due to a conflict with the higher management than an employee who is in conflict with his immediate supervisor.

This negates the first hypothesis, wherein the assumption is that the employee will have a greater tendency to resign when faced with an unprofessional supervisor. As also shown in results, an officer will have a higher possibility of resigning from the company when faced with miscommunication with a higher authority. This is opposed to an employee who will be more concerned with his career advancement rather than having a favorable relationship with his supervising officer.

An unprofessional supervisor can foster a working environment with team members that have unhealthy relationships with one another. The supervisor is expected to display leadership and good working attitude and ethics in order to encourage the team members to be productive. On the other hand, an employee must maintain rapport and open communication with the supervisor. Any disgruntled employee can also affect the team morale of the other employees in the unit.

Most of the time, the supervisor and the employee are the only personnel who know each other's duties and responsibilities. If either one of them fails to address communication problems in their professional relationship, the maximum output or potential that can be expected from the team will not surface. The workplace will not grow into a healthy working environment if there is either an unprofessional supervising officer or a disgruntled and uncooperative employee. If needed, a third party should be present, whether a personnel from the Human Resources Department (HRD) or from the higher management to serve as a middle person for any conflicts that may arise within the

department, if such issues cannot be addressed internally. In a worst case scenario, wherein a resignation from the company cannot be considered, a request for transfer to another unit or department can be done by any of the affected personnel. However, this still has to be intervened by a third party, in this case, the HRD or the unit wherein the employee or officer is being transferred to.

While it was initially presumed that personality differences within the organization are often the mitigating factors for office miscommunication, a greater factor that affects miscommunication between employees and supervisors is the organizational management of the supervising officer. This organizational management is defined as his leadership style and his ability to exercise teamwork among his supervised employees. It is important, therefore, to give emphasis on identifying the appropriate leadership style that needs to be applied by a supervising officer on his team depending on the existing organization conditions and employee personalities of the team members. Both groups of respondents also should recognize the importance of having an open communication between supervising officers and supervised employees.

A supervising officer is the person who is in charge of evaluating the employees' performance and providing the workload and job division within the unit. Given that individual differences will always be present, a compromise should be met to maintain a good and healthy professional relationship. Both parties should be aware of each other's boundaries or limitations when it comes to professional and personal relationships. With this knowledge, they will be guided so as to avoid neglecting their job description or superseding other's job description.

6. Future Studies

It is initially stated that the group of respondents used for the data gathering procedure came from different organizations to avoid homogeneous and biased results for this paper. A case study of private corporations and government agencies can be conducted for a homogenous result of this study. The objectives and hypothesis of this research paper can form bases to analyze existing officer and employee relationships from these companies.

As such, case studies will already involve a fixed number of employees with identified organizational formations and specific job descriptions. This study can be used either to support or negate the summary of results received, as the conclusions derived are the general perceptive view of the data gathering responses received from the respondents coming from different organizations involved in different industries.

While the data gathering procedure and the related literature references specifically pertain only to group of employee and supervising officers of organizations, a third group of respondents may also be considered for any future studies of the same subject. The point of view of Human Resources personnel, in particular those that are concerned with the recruitment and attrition process, can provide significant

inputs for existing communication relationships in particular organizations.

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