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The Impact of Communication on The Performance of Lebanese Pharmaceutical Companies.

By

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AN ABSTRACT OF THE THESIS

Title: The Impact of Communication on the Performance of Lebanese Pharmaceutical Companies.

In my personal work experience as a medical representative with several pharmaceutical companies in Lebanon, I often witness the difficulties people at all levels have communicating with each other. These difficulties create multiple problems for the companies. I often wondered why people fail to communicate well with each other, and how much better the companies would perform if this communication was good.

This personal and professional interest led me explore in depth the subject of communication, focus on the role communication plays in companies and identify the factors that have the most impact on the organization's success or failure. I identified six major factors from my literature review and examined their impact in either large or small/medium pharmaceutical companies and in either "brand "or "generic" pharmaceutical companies.

I collected data from the administration of a questionnaire that reflects the findings of my literature review, and administered my questionnaire to pharmaceutical companies in Lebanon, both local and international.

I used the following statistical tools to analyze my data and develop conclusions and recommendations: multiple regressions, ANOVA, factor analysis, and other tools.

I expect that my research, findings, using data from pharmaceutical companies in Lebanon, would be convincing and contribute to the understanding these companies and

employees who work there have of the important role of good communication in organizational performance.

In addition my study showed that there is no difference in communication processes between large companies and small /medium companies but a difference exists between the brand companies and the generic companies in the way they look to communication practices and see its importance in the organization’s success.

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Introduction

We can resemble communication to the nervous system of the human being. The nervous system coordinates and controls the human movements in such a way that facilitates and complements the person's actions and reactions, and he /she succeeds in doing with high performance the designated work and duties. Like the nervous system we can say that the communication is the tools and the mechanism of coordinating and controlling our movements to succeed in our life, whether on the personal level or the business level. By mastering a good communication with people, we achieve a higher rank of performance on the social and business levels. From my humble experience and due to the nature of my work as a medical representative, I know the importance of communication and how a simple communication act could raise the person or push the person down. Therefore a good communicator will master his /her track in life.

For these reasons, I saw that highlighting this subject could help people and make them understand the importance of good communication and the fact that good use of its tools can help them achieve higher performance in all domains of life.

For Clampitt (2001, p.xiii)" Communication is a concern in almost every arena of life".

Neuliep; Neuliep (2009, p.8) state that "people begin to communicate at birth and continue throughout their lives". They explain that communication is surrounding us, in every place, time and situation; we always see people communicating. Even when we see a person alone he /she is communicating in some way or another, and with others if this is not the case, he /she is bombarded with all types of communication. They add that communication is the use of language and its power to deliver our thinking;

communication is what separates us and distinguishes us from animals, it is a characteristic of the human being. Even when other creatures do somehow communicate, for humans, communication is a method of conducting their lives. For people communication is the instrument by which they start, continue and finish their relationship with others; with communication, people can point out, show, prove, and convince others, with communication, people can manage, solve and resolve international, local, regional, national conflicts.

In her book Guffey (2003, p.9) quotes from Alvin Toffer and Oren Harari, management experts and futurists: “tomorrow’s wealth depends on the development and exchange of knowledge “; and exchange needs of course communication.

Guffey (2003) believes that, in the new environment of this dynamic world and life, the ability to communicate effectively is the most important foundation skill for knowledge worker to succeed and triumph. Communicating effectively is being able to listen and express ideas whether in written or oral forms. She adds that to move up in your career, communication skills and know how have become one of the most important skills/factors you need to possess. Many of the factors /skills we cannot control in this fast moving world of work, but communication is the one that we can control and manage. She acknowledges that, in this new world, we need to gain skills of effective communication, specifically that business nowadays is conducted beyond our borders.

Isbell; Brounstein; Bell; Smith (2007) add that in this competitive world of ours, organizations use and take advantage of team efforts to handle projects, and today this trends is increasing all over the world . Therefore an organization’s success is related to its mastery of good communication and especially to the skills its teams of employees have to

communicate effectively. Nowadays in any job function and field of employment effective communication is vital.

Guffey (2003) observes that to succeed in our work we should express ourselves, listen and build relationships with people with whom we work. The world is changing, so does the workplace that undergoes profound changes in all its aspects. To succeed in such a world of changes and have a successful business, individuals should have good and effective communication skills. This means a good communicator should know how to read, listen, speak, and write in an effective way.

For Nicholas; Stevens; Jay; Prince; Bartolome; Argyris (1999, p.2) "business is tied together by its system of communication ".

But for Hargie, Dickson and Tourish (2004, p.5)," organizations do not communicate, people do". The communication is the organization circulatory system that provides it with blood, oxygen; it is its control system, and function like the brain and the central nervous system that control the human movements. It is the binding system of its departments and divisions, it is like the arteries that nurture and connect all the human body parts together. All of these metaphors highlight the important role of communication in conducting the business smoothly by allowing business messages to be communicated rapidly and linking all the parts of the organization together. This is why when the organization's structure is large and more complicated it needs a more effective communication system. Thus we can say that communication is an important and vital component of an effective business operation.

This is why Hiam (2003) believes that Communication is an art, the same words could have different meaning and effects, and all depends on the speakers. The same exact

word spoken by one speaker could motivate and inspire whereas it demotivates if spoken by another speaker.

“And one of the fastest ways to ensure your career success is to develop excellent communication skills. Today‘s workplace revolves around communication” says Guffey (2010, p.6).

Moreover, in today‘s world. Strategic communication has become an important key player. Communication inside the company allows the employees to fulfil their needs of knowing their company plans, and how to contribute and participate in its growth. Therefore a good leader knows the importance of communication and focuses on developing a good communication system throughout the organization (Obuchowstri, 2007).

Moreover to the new trends of business between companies all over the globe, intercultural communication is becoming very important (Guffey, 2003).

For Angell (2004, pp.4-10),”our communication style is linked to the culture into which we were born”. In this new twenty –first century, modern communication has many applications in the business world, for this reason business communicators need to possess multiple communication skills.

For Hargie.et al. (2004) the role of communication in any organization is a very important one. In addition to its importance, it has a role to achieve in five key functions: the task/work function, social / maintenance function, motivation function, integration function, innovation function. Thus, the central role of communication is essential in achieving all these functions.

As to Guffey (2003, p.15)," Organizational communication has three basic functions: to inform, to persuade, and /or to promote goodwill".

And Hankin (2005) explains that an effective communication whether inside or outside the organization will enable the company to make a difference and achieve success.

But effective communication with others in business on the professional level should push us to learn how to create clear messages (Angell, 2004).

Owen. et al. (2004) explain that most of the business communication is based on talking, therefore to succeed in it we should focus especially on the oral skills. Good human relationships in an organization create an effective inter-related and inter –locking communicative system, they say.

This is why Angel (2004) thinks that adequate internal communication is a key component to make a business function well and employees perform their jobs well.

In his article "What To ask A Person In the Mirror" Kaplan (Harvard Business Review, 2008, January, p.88) states "that failing to communicate your vision and priorities has direct costs to you in terms of time and business effectiveness".

In addition, good communication is a factor for maintaining top performers in an organization. A poor communication is a major reason, given by employees who quit, (Hiam, 2003).

Therefore Hamm (2006, p.115) mentions "In the absence of clear communication that satisfies the urgent desire to know what the boss is really thinking people imagine all kinds of motives. The result is often sloppy behaviour and misalignment that can cost a

company clearly. Precious time is wasted, rumours abound, talented people lose their focus, and big projects fail".

Hargie.et al. (2004) find that poor organizational communication is a contributor to turnover, it is also a top contributing factor to failure.

This is why a good manger should possess good communication skills to boost motivation, not just to get work done says Hiam (2003).

Again Hargie.et al. (2004) believe that the importance of a people centred focus was confirmed in research by Morley et al., who showed that organizations with conductive communication processes were more effective in achieving their task- related goals, and had more positive working environments as perceived by employees.

Communication is the tool that can replace the viscous spiral of silence with a virtuous spiral of communication, explain Perlow and Williams (2003, p.53).

In his article "Avoiding Integrity Landmines", Heimeman Jr. (2007, Harvard Business Review, April, p.102) points that "by forcefully communicating guiding principles, company leaders help create the company's culture that sustain high performance with high integrity".

"Organizations that listen to employees take advantage of ideas, encourage creativity, and build commitment", explains Guffey (2003, p.71).

Hiam (2003) brings to our attention that a true, open and honest communication push employees to feel more involved and committed to their work and qualify their mangers as motivational leaders.

To succeed, emphasizes Hankin (2005, p.209)" Open –minded flexibility, mutual respect, and clear and consistent communication will be the trilogy for success in the future".

For Guffey (2010) communication skills are critical to a job placement, performance, career advancement, and organizational success. And she reminds us that communication skills aren't inherent but must be learned. (Guffey, 2003). And because communication skills are learned, she further elaborates (2010) we can control how well we communicate. Trends in the new world of work emphasize the importance of communication skills. The abilities to read, listen, speak, and write effectively, of course are not inborn. When it comes to communication, it is more nurture than nature. Good communicators aren't born, they are made. The world of work is changing dramatically. Many of the changes in this dynamic workplace revolve around processing and communicating information. As a result the most successful players in this new world of work will be those with highly developed communication skills.

CHAPTER 1: Definition of Communication.

Stanton (2009) considers that communication is inevitable in life, whether the person wants it, likes it or not he/she will be communicating in some way or somehow with others .In case words are absent, that doesn't mean communication is absent.

But what is the real definition of communication. Neuliep and Neuliep (2009) admit that communication is very hard to define. They quote from Frank Dance & Carl Larson, the first compiled a list of 98 different definitions of communication and both of them presented a listing of over 125 definitions of communication. But Neuliep and Neuliep believe that, all these definitions are important to be considered, since each definition reflects people's way of thinking. Nevertheless, based on most communication specialists' and theoreticians' views on communication, we see that most definitions of communication have certain common properties. These properties describe the nature of communication itself, and they include the following: process, dynamic, interactive – transitive, symbolic, intentional, contextual, ubiquitous, cultural.

Hargie et al. (2004, p.17) took the social science terminology, for them communication is "the scientific study of the production processing and effects of signals and symbol system used by humans to send and receive messages."

As for Connie et al. (2007) they consider that basic and simple definition of communication is to deliver a message that we want to communicate to others and to do so we should understand and use the exact and effective words in the designated language to attain our objective.

But for Angell (2004) communication isn't only to deliver an understandable message. Communication is when we achieve mutual understanding of the messenger's message. She adds that through communication, we want the others to understand, capture in their mind and accept our ideas or messages sent. And mutual understanding happens when the communicator understands both the content and the emotional meaning of the message. At this point we achieve high fidelity.

Also Isbell Connie et al. (2007) see that the purpose of communication is mutual understanding. And they add that, to achieve this understanding the communication should involve two participants: the senders and the receivers.

Also, Neuliep and Neuliep (2009) see that communication requires two people, one sending and one receiving messages in an active participation form. They explain that active participation take place when people intentionally direct their messages to another person. They add that this shows that communication is an interactive, "two way" process, one person sends (encodes) and one receives (decodes) messages simultaneously.

"A message cannot be truly communicated unless it has been understood by the receiver", say Connie et al. (2007, p.9). They stress that during any communication process any obstacle (visual, sound, emotional...) is considered a "barrier" to successful communication when it prevents the people you are communicating with from understanding the message you are communicating.

Guffey (2003) defines "noise "as anything that interrupts the transmission of a message in the communication process.

Neuliep and Neuliep (2009) clarify that messages are composed with verbal and non verbal symbols. These symbols are the ones that people share and transfer. But these verbal and non verbal symbols are meaningful only to people who link the symbol to the meaning it represents. The message isn't considered a true message until the idea in question is being encoded with symbols. Therefore people during communication and before sending their thought to someone else, encode them first. On the other hand the receiver /listener captures the message and decodes or translates it to be understood correctly. They stress that differences in languages between different people are only a usage of different codes.

This is why Guffey (2003) points that a high control of oral and written language skills will lead to a successful communication.

Angell, (2004) goes further and explains that communication, formal or informal, is a combination of listening and exchange of verbal and non verbal messages. It could involve a large group of people or simply two persons. Communication, for her, is an exchange of the meaning of certain messages with a person and between people. She considers communication as a continuous process that happens in different contexts, with the usage of symbols from different cultures. She adds that communication is a process that uses spoken, non verbal and visual symbols. She finally explains that "the exchange of messages is ongoing and dynamic. The process of communication is a moving and evolving set of experiences that influence our present and future interactions. Intrapersonal and interpersonal communications are both active and flexible" (2004, p.8).

Hargie et al. (2004) recognize that communicative process occurs at four levels: intrapersonal, interpersonal, network/ organizational and macro societal.

Guffey (2003) sees more complication in communication especially when people don't share same religion, culture and lifestyle. She also dissects the communication by mentioning that the communication process has five steps: idea formation, message encoding, message transmission, message decoding, and feedback. She explains that the process of communication starts with a person (the sender) who has an idea and wants to send it in the form of a message. She says that supervisors, co-workers and subordinates could be partners in sharing ideas and messages when communication happens. Guffey (2010) stresses that the receiver has limits in receiving and handling information, therefore the sender should take this issue into consideration, when sending information and send only the adequate quantity of information that the receiver could handle, not more. Therefore she considers (2003) that communication is successfully achieved when the message is being understood by the receiver in the intended meaning the sender wants it to be understood.

Similarly Guttman (2008) explains that the act of communication typically involves a message being delivered by one person and received by another. He also notes that when the two parties are in "sync" we have an effective communication. He adds that both the listener (receiver) and the speaker (sender) have to participate with commitment. The first must make an effort sincerely to understand the speaker's words and their meaning and the second must be committed to communicate clearly.

Guffey (2003) points also to another essential element in the communication process which is the feedback. For her, feedback permits the sender to know that his /her message was received and understood. She explains that to stimulate feedback, we should ask a question, that's what good communicators do.

But for Clegg & Bailey (2008, p.1033) “communication is not simply transmitting messages, selecting media, processing information, or linking people together. Instead it is the way that organizing is accomplished”. For them, rather than being an entity with fixed boundaries or a network structure of contacts, organizations are coordinated actions and improvisational performances.

This is why Angell (2004) sees that through verbal and nonverbal messages, business communication allows sharing information and this will lead to shaping and maintaining the organization.

Also this is why Neuliep and Neuliep (2009) consider that communication is the dynamic process of encoding and decoding verbal and nonverbal messages within a defined cultural, physiological, socio-relational, and perceptual environment.

For our purposes we will take Guffey’s definition (2010) of communication, which is “the transmission of information and meaning from one individual or group to another”. She emphasizes that the crucial element in this definition is meaning. For her the process of communication is successful only when the receiver understands an idea as the sender intended it. This process generally involves five steps: sender has an idea, sender encodes the idea in a message, message travels over channel, receiver decodes message, and feedback travels to sender.

CHAPTER 2: Different Types of Communication.

As for communication itself, there isn't one kind or status; we have several types of communications that differ in their meanings, usages and methods.

For Clampitt (2001) there are many different types of communication difficulties that merit various intervention strategies.

Neuliep and Neuliep (2009) consider that verbal communication that includes the listening, speaking, reading and written communication is the most obvious form of communication.

Guffey (2003) adds the non verbal communication, which includes all unwritten and unspoken messages both intentional and unintentional.

Connie et al. (2007) go further in adding more types. For them, it also includes the eye movement and contact, body language, posture, gesture, facial expression, head nods, voice tone, time, space, appearance whether on a personal basis or business, and even the silence could be included in the non verbal communication items.

Stanton (2009) points to the visual communication which is another type of communication that complements the verbal communication. The visual communication is the one that uses statistical information: graphic aids (charts, bars, and pies, maps...) to support the message that is being communicated.

Connie et al. (2007) note that there is also the direction of the communication, whether it is upward, downward or horizontal (lateral), is to be considered in the different types of communication.

Clampitt (2001) explains that even the organizational structure could affect the communication type, such as a flatter structure where the communication is flexible and easy or a tall structure where communication is dictated. And there may be an organizational structure that favours the interdepartmental communication.

Also Angell (2004) considers another type, one that favours the external communication, i.e. the exchange of messages between the organization and the external environment.

Stanton (2009) mentions another type of communication that is used in organizations, that is the centralised communication structure and its opponent the decentralized communication structure.

For Neuliep and Neuliep (2009) Culture could also influence the communication types; they count the high context culture versus the low-context one, and the collectivistic culture versus the individualistic one.

For Guffey (2003) the way the communication is carried out provides different types of communication such as the formal communication that follows an organization's chain of command.

Angell (2004) describes a similar type; for her the official channel or line of communication could be considered as a type of communication. She mentions also a second type which is the informal communication that transmits unofficial news through the grapevines or spreads messages that flow in all directions and through all levels of authorities.

Clampitt (2004) also considers that in sending a feedback to an employee by a superior, certain procedures should be followed, whether such feedback is provided informally or formally it should be communicated in an appropriate manner.

Hiam (2003) points that we should also differentiate between a motivational communication that has the goal of stimulating employee's engagement and a technical communication that targets only what people do, not how they feel or what they think.

Guffey (2003) counts the ethical communication, in which she means telling the truth, labelling opinion, being objective, communicating clearly and giving credit. Also she stresses that we have to remember that all these types are learned, since communication skills aren't inherit they must be learned.

CHAPTER 3: Intercultural Communication.

Neuliep and Neuliep (2009, p.21) state that," Intercultural communication occurs whenever a minimum of two persons from different cultures or micro cultures come together exchanging verbal and non verbal symbols". They point out the problem faced in intercultural communication by quoting from intercultural communication experts Gudykunst and Kim who argue that" when we interact with people from different cultures we tend to view them as strangers"(2009).

Guffey (2010),considers that even in the same culture, when communicators use verbal and non verbal meanings of a message, face difficulties in communicating. Therefore she acknowledges that verbal and non verbal messages become even more difficult and harder to interpret and understand when people come from different cultures.

Neuliep and Neuliep (2009) also point to such issue, they consider that when a person communicates and interacts with another person from a different culture, both communicators have a lot of uncertainty about the communication process. They note that "strangerness "and the lowest degree of familiarity are at their highest degree when people from different cultures interact. They quote from Gudykunst and Kim, in their book "Communication With Strangers an Approach to Intercultural Communication" (1995): "actual or anticipated interaction with members of different groups leads to anxiety. If we are too anxious about interacting with strangers, we tend to avoid them".

Also Neuliep and Neuliep (2009) reflect on the way we think and explain that when two persons from two different cultures speak two different languages, they must think very differently and this is due to the fact that how we think is a reflection of the language we speak and this could make the cross –cultural communication extremely

difficult and may be even impossible. They also quote from Edward Sapir who said “the language of a particular culture directly influences how people think”. They note that we carry with us assumptions and impressions of the other person from the different culture with whom we are interacting, therefore in our communication with that person we tailor our verbal and non verbal messages, on our assumptions and impressions. Also they add, when we communicate with a person from a different culture (in inter-cultural communication) in reality we are communicating with the groups the person belongs to, not with the person itself. And for them this is a problem in intercultural communication because the message we construct could be based on unreliable group data. They explain that if someone belongs to a specific racial, ethnic, sex or age group this does not necessarily mean that he or she takes on the thoughts, behaviours and attitudes associated with such groups. The probability of miscommunication between the two parties, therefore is great. They conclude that we should not judge people from different cultures as better or worse but simply different.

But Neuliep and Neuliep (2009) admit that such obstacles in intercultural communication shouldn’t be a barrier to communication between cultures, since intercultural communication is a necessity, and that in the new global market, to compete effectively, managers must possess the skills to interact with people who are different from them, from their culture, from their way of thinking.

Neuliep and Neuliep (2009, p.29) quote from Gudykunst(1995),” during intercultural communication, culture acts as a filter through which all messages, both verbal and non verbal, must pass”. This is why they consider that the presence of common goals is a necessity to achieve the job otherwise tribal hostilities will drive them apart and the binding between people will be lost (2009).

This is why Guffey (2010) also stresses on this point. She observes that in this new world of global competition facing and interacting with people from different cultures is a certain fact, definitely in such a world we will meet people who are different from us in race, ethnicity, age, gender, national origin, physical ability, and many other characteristics.

Neuliep and Neuliep (2009) note that managers perceive differently in different cultures organization success. They quote from Rosenzweig (1998, Managing the New Global Workforce , Fostering Diversity Forging Consistency) who argues that "successful cross –cultural management depends on the abilities of managers to communicate effectively".Rosenzweig points out that communication is especially important during the initial stage of a business relationship. Neuliep and Neuliep add that businesses and organizations could be considered as a" mini-culture" that reflects a pattern of values held by a recognizable group of people who share a common goal that they pursue, using collective verbal values and symbols. For this reason they see that one of the greatest challenges for corporations in this new millennium will be coordinating and managing people from different cultures inside the organization. As context they predict that only few managers will overcome and survive such difficulties and will function in an effective way if they lacked an understanding of the subtleties and complexities of managing others in a multicultural and multinational business environment. And they propose that despite the enormous challenge to foster competent intercultural communication, the rewards of such capabilities will be extraordinary in international commerce.

Neuliep and Neuliep (2009) explain that a high degree of communication competence will be the most important factor of successful interaction between people from different cultures. An intercultural competent communicator must possess the

following skills: should be motivated to communicate, knowledgeable about how to communicate and skilled in communicating. They explain that when two people from different cultures communicate they are encoding and decoding verbal and non verbal messages, and this intercultural communication reflects a complex combination of their cultural, micro-cultural, environmental, perceptual, and socio-relational contexts. They add that because of this complexity, the message sent isn't usually the one received during an intercultural communication. Therefore, to increase the probability of being an effective and productive manager across cultures, the manager must understand the culture, micro-culture, environment, perception, sociorelational, verbal, non-verbal and relational contexts of the host culture (2009).

Also Connie et al. (2007) acknowledge the importance of intercultural communication. For them intercultural communication involves making connections between different views of the world. In today's world market, they explain, every business communicator needs to know how to interact successfully with members of different cultures, either in business relations with a foreign company or as an employee in a multicultural workforce.

But Neuliep and Neuliep (2009) admit that although the challenges of an increasingly diverse world are great, the benefits are even greater. They note that a whole gamut of benefits such as healthier communications, increased international, national, and local commerce, reduction of conflicts and personal growth through increased tolerance could be achieved when communication is good and relations are established with people from different cultures. Successful intercultural communication will help create immense economic benefits. They explain that when we communicate with people from different cultures learn more about them, their way of life, their values, history, habits and

personalities; we may be even empathizing with them, as our relationship and understanding grow. During this relationship development, we will ultimately learn that although our cultures are different but we have much in common. Neuliep and Neuliep note that all humans share the same basic desires and needs, the difference is how we express and achieve them. When we learn about the others and their culture, we start to see that their needs and desires are similar if not the same as ours and thus we learn better about our needs and ourselves. Therefore for them through open and honest intercultural communication, people can work together to achieve goals that benefit everyone, regardless of group or culture, including the global community in the home, business or neighbourhood. Even that Neuliep and Neuliep admit that a conflict is inevitable; but they consider that through cooperative intercultural communication conflicts are reduced and managed. This cooperation is a necessity, since conflict usually arises between people who lack the ability to see another person's point of view, and this is particularly so if this person is from a different culture.

Guffey (2003) considers culture as a powerful operating force that conditions the way we think and behave. For Guffey(2010,p.16)," the more you know about culture in general and your own culture in particular, the better able you will be to adopt an intercultural perspective. You will better understand your culture and how it contrasts with other cultures".

CHAPTER 4: Role of Communication in Modern Business and Its Effects on the Organization Performance, the Good and the Bad Impact.

Hankin (2005, p.210) says" the most successful people and the most successful companies place high priority on communications".

Guffey (2003) notes that the most successful players in this new world of work will be those with highly developed communication skills, and this is due to the nature of the many changes in the dynamic workplace that revolve around processing and communicating information. As a result, she thinks that a free exchange of information helps organizations respond rapidly to changes and this could be facilitated when the information within organizations flows through formal but also informal communication channels.

Also Hankin (2005, p.212) argues that" an excellent starting point is by making our communication fun and relevant and by encouraging employee involvement in the process; we could establish communication as a fundamental part of our organization's culture". For her, communication must be true and open, and good and bad communication alike need to be shared.

Connie et al. (2007) explain that failure of a team or of a plan is ultimately due to faulty communication that leads to confusion and errors.

But for Ford and Ford (2009, p.74), "When we reduce or remove the perceived threats to communication, people can listen more openly without protecting themselves or ignoring the initiative". For them, this entails, communicating the values of success and the consequences for failure; and this is one effective way to have people understand how

an initiative relates to them. They consider that when a group or a team understand the reasons of both “success “and “failure” and know exactly that it is due to the initiative not to the individual involved, they implement the initiative without scepticism. They say that people are sensitive to hints of individual rewards or punishment; also people want to understand the relationship between their own personal success and the success of the initiative.

Guttman (2008) explains the perfect and winning combination that leads to success is the one between a speaker who tries to be as clear and forthright as possible and a listener who has the skills needed to pick up any hint of a hidden message. For him this pairing is why we rarely hear a high performing team say, “What we have here is a failure to communicate”.

And Angell (2004) explains that the ideal communication experience with high fidelity and mutual understanding is achieved when communicators understand message content and emotional meaning.

Hargie et al. (2004) point that the benefits of effective communication practices are an increase in productivity and better quality of services and products that will motivate more staff to provide suggestion and to be creative, and therefore obtain job satisfaction. Also they note that on the other hand a good communication will reduce absenteeism and staff turnover, decrease industrial unrest and strikes, and all this will lead finally to reduce the costs.

Also Obuchowstri (2007) argues that when leaders communicate candidly, employees are likely to reciprocate, and develop confidence in the company. A transparent and honest communication, therefore, are essential.

Neuliep and Neuliep (2009, p.343) quote from Rosenzweig(1998) who argues that" investing the time and energy in building trust and developing relationships may pay huge benefits in terms of confidence and trust".

Also Hankin (2005) explains that, to achieve success and eventually profitability in organization, the organization must embrace and welcome all the differences and similarities inside its premises. When an organization reaches this point of acceptance of others, it will attract the best talent in and enjoy the best mechanism to keep employees.

But Stanton (2009) observes that a good communication is not based only on the spoken words but also on its hidden words that can be extracted from body language. He explains that not all body language is easily read, but we ignore it at our peril. For him concentrating only on what we say and what we hear, rather than how it is communicated, can lead to bad feelings, misunderstandings and missed opportunities for really effective communication. Therefore for him communication is the art of understanding the words in their apparent as well as hidden meaning.

Also Clampitt (2001) points to communication difficulties, which, he says, are many; therefore it is worthwhile to develop various intervention strategies.

Stanton (2004) argues that for some factors that can cause problems for communication, we must be aware of them, overcome them and communicate in such a way as to minimize their effect. Such barriers are, for instance, differences in perception, jumping to conclusions, stereotyping, lack of knowledge, lack of interest, difficulties with self –expression, emotions and personality. He points that there may be some practical suggestions which, if seriously practiced in organizations, might double or treble

communication effectiveness, and help you to become a more effective part of any organization (2009).

For Gufffey (2003) listening skills are important for career success, organization effectiveness, and worker satisfaction. She argues that in a successful organization communication needs to be high quality and that three quarters of this communication she sees involve listening. And she adds that workers are most satisfied when they feel that management listens to their concerns.

And Stanton (2009) explains that unless somebody listens to the message and understands it, there is no communication, only noise.

Another example of communication problems are cited by Connie et al. (2007) who observe that many people don't know the difference between hearing and listening and the difference between effective and non effective listening. For these researchers, you can gain a lot when you listen effectively, you can lose a lot when you don't. Therefore listening is a powerful tool of communication that can increase your effectiveness on the job, and poor listening can be quite costly. To successfully communicate with others, a speaker must truly listen actively. They explain that the active listener is a person who receives a speaker's message with care and respect and then works to verify his or her understanding of that message. Therefore active listening or responsive or reflective listening captures both the facts and the feelings of a message. But to be an active listener and practice active listening you should practice assertive speaking, which is an approach to speaking that involves people expressing themselves in a positive and confident way and allowing and encouraging others to do the same. All that need an attentive listener. An

attentive listener is a person who is engaged both nonverbally and verbally since much of the impact of what we say has to do with our nonverbal communications skills.

Clampitt (2001) argues that a good and effective communication facilitates and accommodates time, and when time and effort aren't wasted high productivity will be achieved and potential time wasting communicating with others will be eliminated.

Eckert (2003,Harvard Business Review, January,p.44) says that "when employees hear what is going on from the superior first, they feel part of the team and most of all respect and that motivates them to come to work every day".

Clampitt (2001) argues that providing effective informal and formal performance feedback may well be the singular characteristic distinguishing the merely adequate manager from the superior one.

Therefore Hiam (2003) points that motivational communication techniques are powerful tools for stimulating natural feelings of motivation. These techniques work in subtle ways to tap into the natural enthusiasm and achievement motives of employees who are highly engaged with their work. For Hiam, we should understand the distinction between functional and motivational communications. He adds, that the communications that are designed only to get the work done are functional, therefore we should tell the difference between communicating with a functional orientation and using a motivational style by adding employee development objectives. Hiam sees that functional communications generally target only what people do, not how they feel or what they think. Motivational communication targets attitudes, the feelings and thoughts behind employee actions. Hiam concludes: "that is the fundamental difference between functional and motivational approaches to communication" (2003, pp.42-43).

Also Clampitt (2001, p.202) notes that: “routine communication cycles between teams (or departments) foster solid relationships”. For him this is necessary to provide a fast and continuous feedback, because this helps prevent the misunderstandings that could arise or ensure their quick discovery and solution.

Clampitt (2001) explains that effective interdepartmental communication is problematic in most companies, that is why it will be one of the greatest challenges facing management in the future; effective interdepartmental communication is not a luxury, but an obligation, and an important source of productivity.

On the other hand Hamm (2006, Harvard Business Review, May, p. 115) explains that many leaders don’t take the time to define specifically what they mean when they use generalized terms or clichés. For Hamm, “leaders simply assume that the exact meaning or their words is obvious; they are surprised to learn not only that their message has been unclear but that their teams crave definitions so they aren’t forced to guess what the boss has in mind “.

Therefore Clampitt (2001) argues that communicators who fail to understand the probabilistic nature of interpretations may face big difficulties. This is why the context of the discussion increases the probability of some interpretations, while decreasing others. In part the answer lies in the role that context plays in the communication process. The context freezes or predisposes certain probable interpretations. He notes that the difficulty is that the precise meaning of those words depends heavily on unspoken hidden or unnoticed assumptions that are part of the context. When the assumptions are not shared, that is when the context is not shared, the receiver fails to understand the sender’s meaning. He adds that the hidden assumptions differ just enough so that different

meanings are ascertained, which leads to results that are unintended, but very real and disturbing. The unspoken and the assumed can, by shaping the context, alter the probable interpretations in such a way that senders and receivers do not understand one another.

Clampitt relates such problem to culture, he sees that our culture clearly shape our perceptions, but fundamentally, each individual has a personal and uniquely configured context. He concludes that "context is a self –constructed image of the world" (2001, pp.31-32).

Therefore Clampitt explains that, if managers know about the context in which employees interpret action and messages, there will be greater likelihood that they can accurately predict the probable interpretations, because meaning is a product of the interaction of context and content; therefore it logically follows that the more managers know about both variables, the greater the chance they will know how their employees will react to a communication episode. Clampitt quotes from Peters and Waterman (1982), who found that excellent companies often practice MBWA (management by wondering around). Clampitt concludes that by learning about employee attitudes, environment, needs, and desires, managers develop an understanding of the employee's context of interpretation. Thus this kind of knowledge can help the manager implicitly, if not explicitly, structure communication so it will be interpreted as intended. For him, the mistake that most managers make, especially "arrow managers", is to assume that, because they know what they mean, others will as well. That is they assume that the context is stable and that knowledge of the content alone is sufficient. At the end Clampitt concludes that meanings aren't simply the product of interpersonal relationships, but are influenced by a broader context that includes the organizational rules, corporate environment, and culture. (2001)

But for him the difficulty is that the precise meaning of words depends heavily on unspoken assumptions that are part of the context. The unspoken and the assumed can, by shaping the context, alter the probable interpretations in such a way that senders and receivers do not understand one another.

This is why Hamm(2006, Harvard Business Review, May,p.115) points that when leaders fail to explain what they mean when talking about organizational structure, financial results, their own jobs, time management and corporate culture, these concepts can throw a firm into turmoil, but when given proper focus they confer extraordinary leverage. John Hamm adds that by clarifying amorphous terms and commanding and managing the corporate vocabulary, leaders effectively align precious employee energy and commitment within their organization.

This is why Galford and Drapeau (2003, Harvard Business Review, February p.90) recommend that the managerial team communicates a consistent message because inconsistent message will be an enemy of trust in the company.

And Frisch (2008, Harvard Business Review, November, pp.121-126) points that, “A team can’t make an effective decision if its members don’t trust one another or if they fail to listen to one another”.

Also Heimeman (2007, Harvard Business Review, April, p.102) insists that by forcefully communicating guiding principles, company leaders help create the company’s culture that sustain high performance with high integrity.

For Kaplan (2007, Harvard Business Review, January, p.88) “communicating the vision of an organization by the manager is an important issue in today’s workplace “. for

him while managers are taught to actively communicate, many either unintentionally under-communicate or fail to articulate specific priorities that would give meaning to their vision, therefore he explains that failing to communicate your vision and priorities has direct costs to you in terms of time and business effectiveness.

Chapter 5: Research Questions, Methodology, Hypotheses.

5.1 Research Questions:

The literature review covered earlier in this study showed the importance of communication in the new business world. Whether it was a small/medium or large company, communication appeared to be an important factor of success for the company.

Therefore I wanted in my study to see whether pharmaceutical companies in Lebanon take into consideration the communication issue and its impact on their business performance. Also I wanted to understand whether the categorical type of these companies (generic or brand) and their size (small/medium or large) interfere in this relationship.

5.2 HYPOTHESES:

Therefore I developed 5 HYPOTHESES to respond to the research questions:

I: The Company that embraces communication in its culture performs well.

II: The Company where there is involvement of the employees in the communication system performs well.

III: The Company that has good communication characteristics performs well.

IV: There is a difference between communication in large companies and communication in small/medium companies.

V: There is a difference between communication in “brand “companies and communication in “generic” companies.

5.3 METHODOLOGY:

The methodology used to obtain the data needed for the study was through the administration of questionnaires.

The questionnaire contained 16 statements that reflected good communication practices in the participant‘s company (independent variables) and 6 statements that reflected the impact of such practices on the company performance (the dependent variables). (See Appendix #1).

The survey questions were structured on a five point Likert scale, with five possibilities: strongly disagree (1) – disagree (2)-neutral (3)-agree (4) - strongly agree (5). I chose such scale since it is the most widely used approach to scaling responses in the survey research.

To check the hypotheses IV and V, I used a categorical scale to distinguish between the participants and see if they are from a generic or brand company, and from a small/medium or large company. However I was able to maintain the participant ID anonymous.

The answers were collected in two ways: by e-mail or by delivering in person. The participants included in the survey were all employees in Lebanese pharmaceutical companies (large or small/medium and brand or generic); it was easy for me to collect the answers since I work as a medical representative for a pharmaceutical company and the participants were colleagues from different companies. Nevertheless, I should mention, that I faced some rejection in filling the survey questionnaire from a few because they feared that I may disclose their answers.

Some of the participants hold managerial positions (sales managers, marketing managers, product managers, supervisors, team leaders...) and others are simple

employees (medical representatives, product specialists...). I should also mention that some of them highly appreciated the topic because they know the importance of good communication practices and their effects on the business.

I would like to mention that to check the clarity and comprehension of the questions, a group of 10 persons from different pharmaceutical companies were asked to answer the same questionnaire.

I took their feedback into consideration although there weren't many major misunderstandings.

Also, to facilitate the comprehension of the questions I offered the Arabic version of the questions prepared by a certified translator.

Another point needs a clarification. I omitted a few participants from the total sample who didn't fill out the questionnaire fully. Also I omitted 2 participants who filled the questionnaire just because they were embarrassed to refuse my request , or their supervisor was present at the moment they were filling the questionnaire; I felt that they were buttering the answers(all their answers were "strongly agree" about their company); their answers were in my opinion biased and lacking honesty.

CHAPTER 6: STATISTICAL ANALYSIS.

6.1 DESCRIPTIVE STATISTICS

To generate the data needed and build my sample, I had to obtain from the ministry of health the total population of pharmaceutical companies in Lebanon and the number of pharmaceutical companies based on their categorical type (brand or generic). I found a total of 19 brand companies (the ones that create/invent the drugs) and a total of 44 generic companies (the ones that copy/produce the drugs with a license).

To distinguish between the companies based on their size, I used the industry classification in Lebanon and I considered that the company that possesses fewer than 30 employees will be considered as medium or small and the one that has above this figure will be considered as large.

Based on this classification I found out that from the 19 brand companies we have 8 large brand companies (42.10%) and 11 small / medium (57.89%). Also we found that from 53 generic companies we have 43 small/medium companies (81.13%) and 10 large (18.86%).

I took an average of 6 lines (i.e. divisions) for large brand companies and 4 lines for large generic companies. Also I took an average of 2 lines for small/medium brand companies and (1) line for small /medium generic company.

Therefore the sample size that I needed to collect was equal to the number of independent variables times minimum of (5) respondents per variable, therefore 80 persons needed to be selected.

The table below describes the companies in terms of their category, size and number of lines.

Type	Number of Brand*Lines	Number of Generics*Lines	Total Lines
Large	48	40	88
Small/medium	17	43	59.6≈60
Overall total	65	83	148

We see from this table that:

Large brand companies represent: 48/148*100=32.4% of the total population.

Medium/small brand companies represent: 17/148*100=12% of the total population.

Large generic companies represent: 40/148 *100=27% of the total population.

Medium/small generic companies: 43/148*100= 29.05% of the total population.

Therefore the minimum sample size of 80 respondents will show the following figures:

Large brand: 32.4%*80 ≈ 25 persons.

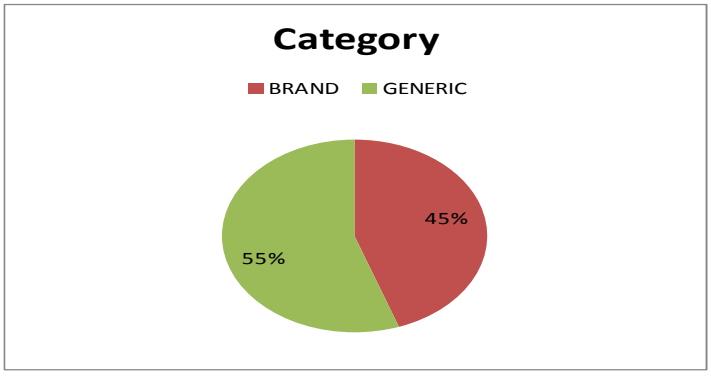
Small/medium brand: 12%*80 = 9.1 persons.

Large generic: 27%* 80 = 21.62 ≈ 22 persons.

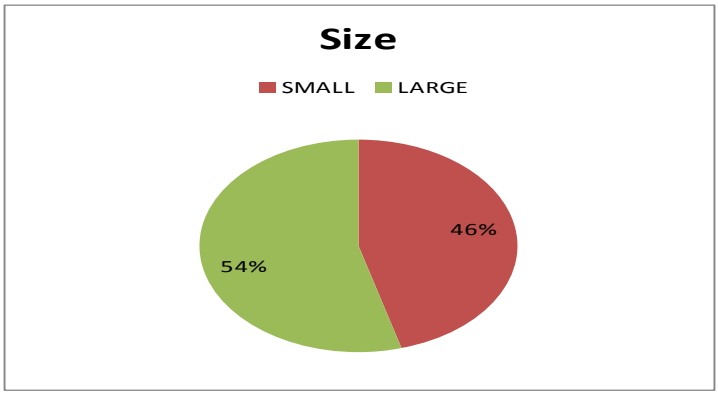
Small/medium generic 29.05%*80 = 23 persons.

I managed to collect randomly 92 respondents showing the following numbers & percentages:

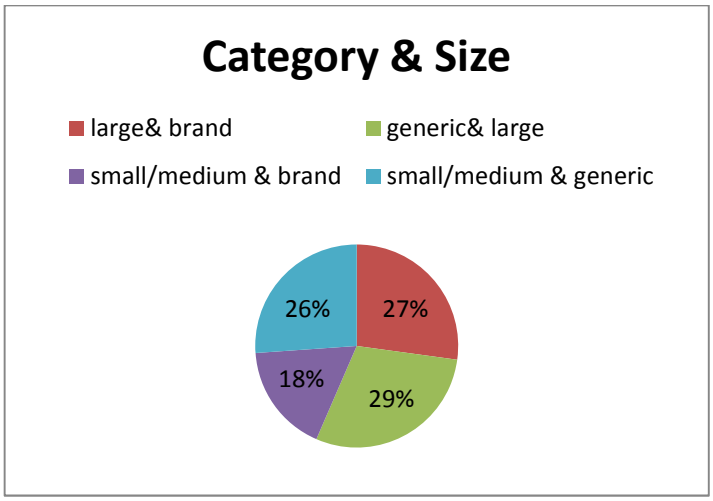
- 51respondents from generic and 41respondents from brand companies.



- 50 respondents from large and 42 respondents from small companies.



- 25 respondents from large & brand, 16 respondents from small/medium & brand, 27 respondents from large & generic, 24 respondents from small & generic.



6.2 RELIABILITY TESTS

Reliability test analysis allows us to study the properties of measurement scales and the items that make them up. It is used to show the extent to which variables (independent & dependent) are related to each other, and to prove internal consistency of the scale as a whole.

Reliability analysis was performed on all variables, all the independent variables and all the dependent variables, using the Cronbach's alpha test.

The Cronbach's alpha is a measure of the internal consistency or reliability; it measures the extent to which items in the same instrument all measure the same trait.

An alpha of 0.5 and above is considered by Bowling as an indication of good internal consistency.

Scale: testing reliability for the overall data (all the variables)

Case Processing Summary

		N	%
Cases	Valid	92	100.0
	Excluded[a]	0	.0
	Total	92	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.914	.917	22

The Cronbach‘s alpha is equal to 0.975, which indicates a high level of internal consistency for our scale with this specific sample including all variables about communication characteristics and the variables measuring business performance.

Scale: testing reliability for all the independent variables questions

Case Processing Summary

		N	%
Cases	Valid	92	100.0
	Excluded[a]	0	.0
	Total	92	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.879	16

The Cronbach ‘s alpha is equal to 0.872, which indicates a high level of internal consistency for our scale with this specific sample.

Scale: testing reliability for all the dependent variables.

Case Processing Summary

		N	%
Cases	Valid	92	100.0
	Excluded[a]	0	.0
	Total	92	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.873	6

The Cronbach ‘s alpha is equal to 0.872, which indicates a high level of internal consistency for our scale with this specific sample.

6.3 FACTOR ANALYSIS

Factor analysis is used in data reduction to identify underlying variables that explain the pattern of correlations within a set of observed variables, and to describe the structure of the variables and understand the inter-correlations among the set of variables.

All variables involved in the factor analysis are interval and are assumed to be normally distributed.

Factor analysis was performed on all the independent variables.

The first step in factorial analysis is to test the factorability of the data. Two statistical measures are generated by SPSS to help assess the factorability of the data:

- Kaiser –Meyer –Olkin (KMO) measure of sampling adequacy which should be greater than 0.5 (it ranges from 0 to 1) for a satisfactory analysis to proceed with.
- Bartlett's test of sphericity tests the null that the correlation matrix is an identity matrix. It is used to show that there is at least 1 statistically significant correlation within the correlation matrix. This test is considered significant for value <0.05

The results obtained are the following:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.796
Bartlett's Test of Sphericity	Approx. Chi-Square	576.058
	Df	120
	Sig.	.000

We can see that KMO in this case is 0.796 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis.

Also the Bartlett's test of sphericity is 0.000, which is less than 0.05, therefore it is significant. This means that the correlation matrix is not an identity matrix, and there is at least 1 statistically significant correlation within the correlation matrix.

The second step in conducting the factor analysis is factor extraction.

Factor extraction involves determining the smallest number of factors that can be used to represent the inter-relations among the set of variables.

Two techniques that can be used to assist in the decision concerning the number of factors to retain:

a. Kaiser's criterion, that used the Total Variance Explained table that shows all the factors extractable.
b. The scree test plot.

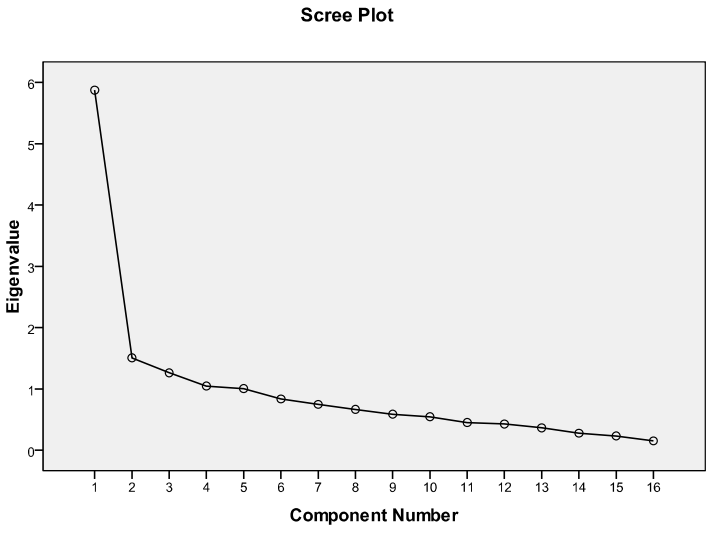
Kaiser's Criterion or the Eigen value Rule: this rule states that only factors with an Eigen value of 1.0 or more are retained for further investigation. From our data presented in the table below we can retain 5 factors, the first 5 components that explain a total of 66.865% of the variance.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.875	36.716	36.716	5.875	36.716	36.716	3.222	20.136	20.136
2	1.508	9.426	46.142	1.508	9.426	46.142	2.109	13.178	33.314
3	1.264	7.897	54.039	1.264	7.897	54.039	2.031	12.696	46.011
4	1.047	6.545	60.584	1.047	6.545	60.584	1.992	12.452	58.463
5	1.005	6.282	66.865	1.005	6.282	66.865	1.344	8.402	66.865
6	.837	5.232	72.097						
7	.749	4.680	76.777						
8	.666	4.164	80.942						
9	.589	3.681	84.623						
10	.547	3.422	88.045						
11	.452	2.824	90.868						
12	.429	2.682	93.550						
13	.366	2.291	95.840						
14	.279	1.741	97.581						
15	.234	1.461	99.043						
16	.153	.957	100.000						

Extraction Method: Principal Component Analysis.

The scree plot is a graph of the Eigen values against all the factors. It shows us graphically the factors extracted. We can clearly see how the curve flattens (becomes horizontal) after factor 5, meaning that each successive factor is accounting for much smaller amounts of the total variance in the data set.



The third step in the factor analysis is trying to interpret them by using the "Rotated Component Matrix "table.

This rotation doesn't change the result, but rather it presents the pattern of loadings in a manner that facilitates the interpretation of the results.

The most common method used in Matrix Component Rotation is the Varimax method, which I used, this method attempts to minimize the number of variables that have high loading on each factor.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
IV1,communication in company culture	.437	.434	.164	.314	.192
IV2,communication training program	.037	.053	.038	.723	.398
IV3, free infromation exchange	.078	.813	-.102	.091	-.110
IV4,free open sharing of information	.576	.413	.333	-.236	.102
IV5,overcoming threats of communication	.344	-.107	.721	.135	.021
IV6, failure of ciommunication is absent	-.017	.023	.837	-.028	.160
IV7,suggestions are encouraged	.624	.106	.173	.228	.326
IV8,communication istransparent and honest	.440	.281	.259	.458	-.244
IV9,diversity and differences are encouraged	.722	.261	-.056	.238	.093
IV10,awarness about communication difficulties	.319	.178	.115	.790	.010
IV11,self expressing is encouraged	.880	-.006	.101	.141	.171
IV12,feedback is motivational and techincal	.179	.278	.615	.438	.043
IV13,communication is ethical	.648	.311	.337	.147	-.131
IV14,interdepartemental communication exist	.221	.673	.150	.110	.322
IV15,practiceof MBWA	.246	.492	.046	.287	.338
IV16,managers explain everything to employees	.176	.120	.144	.128	.813

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

From the Total Variance Explained we found out 5 factors that affect the variation and from the "Rotated Component Matrix" we can select the variables that should be include under each of these five factors.

The method of choosing which variable belongs to which factor; we select the one that has the highest figure among the five different factors. Thus we can get the following results:

Factors	Components					
Factor # 1	IV #1	IV #4	IV #7	IV #9	IV #11	IV #13
Factor # 2	IV #3	IV #14	IV #15			
Factor # 3	IV #5	IV #6	IV #12			
Factor # 4	IV #2	IV #8	IV #10			
Factor # 5	IV #16					

The components .i.e. the variables are:

- Independent variable# 1: communication in the company culture.
- Independent variable# 2: communication training programs.
- Independent variable # 3: free information exchange.
- Independent variable # 4: free open sharing of information.
- Independent variable # 5: overcoming threats of communication.
- Independent variable # 6: failure of communication is absent.
- Independent variable # 7: suggestions and differences are encouraged.
- Independent variable # 8: communication is transparent and honest.
- Independent variable # 9: diversity and differences are encouraged.
- Independent variable # 10: awareness about communication difficulties.
- Independent variable # 11: self expression is encouraged.
- Independent variable # 12: feedback is motivational and technical.
- Independent variable # 13: communication is ethical.
- Independent variable # 14: interdepartmental communication exists.
- Independent variable # 15: practices of MBWA.
- Independent variable # 16: managers explain everything to employees.

From my understanding of the variables and the review of literature, I chose to label the five factors as follows:

- Factor #1: Communication configuration inside the company.
- Factor #2: Information sharing practices.
- Factor #3: Motivational communication.
- Factor #4: Communication education.
- Factor #5: Leadership in communication.

6.4 INDEPENDENT SAMPLES T –TEST:

I decided to conduct independent samples T-test to test for a difference between two independent groups, the different sizes (large vs. medium/small) and the different types(brand vs. generic),on the means of a normally distributed interval dependent variable, and identify whether the difference between the group means is statistically significant.

When comparing groups like these, their variances must be relatively similar for the first t –test to be used. Levene's test checks for this. If the significance for Levene's test is 0.05 or below, the "Equal Variances Not Assumed" test is used, otherwise, the "Equal Variances Assumed" test is used.

When the value for F is large and the P-value is less than 0.05, this indicates that the variances are heterogeneous which violates a key assumption of the t- test."Equal Variances Not Assumed "test accounts for heterogeneous variances and provides an accurate result even when the homogeneity assumption has been violated.

As in all statistical tests, the basic criterion for statistical significance is a "2 tailed significance "with less than 0.05.

Independent sample T-test was performed on all the factors proven to have a significant effect on organizational performance due to the communication process , in order to demonstrate whether these factors are different in medium/small vs. large companies and in the generic vs. brand companies

6.4.1 SMALL/MEDIUM vs. LARGE companies

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DV17,increase profiatbility	Equal variances assumed	.163	.688	.503	90	.616	.081	.160	-.238	.399
	Equal variances not assumed			.520	85.608	.604	.081	.155	-.227	.388
DV18,better products and services	Equal variances assumed	.601	.440	-.152	90	.880	-.027	.178	-.380	.326
	Equal variances not assumed			-.154	81.176	.878	-.027	.175	-.376	.322
DV19,high level of creativity	Equal variances assumed	1.858	.176	-.839	90	.404	-.169	.202	-.569	.231
	Equal variances not assumed			-.828	73.863	.410	-.169	.204	-.576	.238
DV20,attract and retain talented employee	Equal variances assumed	.293	.590	.182	90	.856	.038	.211	-.381	.458
	Equal variances not assumed			.181	76.404	.857	.038	.212	-.384	.460
DV21,employee satisfaction	Equal variances assumed	1.909	.171	.936	90	.352	.210	.224	-.236	.655
	Equal variances not assumed			.965	84.883	.337	.210	.217	-.222	.642
DV22,employee feeling of respect&involvement	Equal variances assumed	.691	.408	.300	90	.765	.064	.214	-.362	.491
	Equal variances not assumed			.311	86.043	.756	.064	.207	-.347	.475

From the table above we can see that: all the Levene's test is higher than 0.05 therefore we will choose "Equal Variances assumed "test to be used.

Also the table shows us that we do not reject the equality of means for all the dependent variables. Therefore we can conclude the following:

- The 1st factor that affects organizational performance, increase profitability isn't different in large and medium to small companies.
- The 2nd factor that affects organizational performance, better products and services aren't different in large and medium to small companies.
- The 3rd factor that affects organizational performance, high level of creativity, isn't different in large and medium to small companies.
- The 4th factor that affects organizational performance, attract and retain talented employee, aren't different in large and medium to small companies.
- The 5th factor that affects organizational performance, employee satisfaction, isn't different in large and medium to small companies.

- The 6th factor that affects organizational performance, employees feeling of respect and involvement, isn't different in large and medium to small companies.

6.4.2 BRAND VS GENERICS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DV17,increase profiatbility	Equal variances assumed	.235	.629	-1.820	90	.072	-.283	.156	-.592	.026
	Equal variances not assumed			-1.875	89.713	.064	-.283	.151	-.583	.017
DV18,better products and services	Equal variances assumed	1.754	.189	-2.446	90	.016	-.416	.170	-.753	-.078
	Equal variances not assumed			-2.515	89.861	.014	-.416	.165	-.744	-.087
DV19,high level of creativity	Equal variances assumed	1.996	.161	-2.874	90	.005	-.549	.191	-.928	-.170
	Equal variances not assumed			-2.867	84.962	.005	-.549	.191	-.930	-.168
DV20,attract and retain talented employee	Equal variances assumed	3.300	.073	-2.351	90	.021	-.475	.202	-.877	-.074
	Equal variances not assumed			-2.378	88.760	.020	-.475	.200	-.873	-.078
DV21,employee satisfaction	Equal variances assumed	5.137	.026	-2.778	90	.007	-.593	.213	-1.016	-.169
	Equal variances not assumed			-2.825	89.623	.006	-.593	.210	-1.009	-.176
DV22,employee feeling of respect&involvement	Equal variances assumed	3.120	.081	-2.333	90	.022	-.480	.206	-.888	-.071
	Equal variances not assumed			-2.378	89.822	.020	-.480	.202	-.880	-.079

From the table above we can see that only for factor number (5), that is the dependent variable 21(employee satisfaction) the "Equal Variances Not Assumed" test is used, since its significance is less than 0.05(0.026), for the rest we will use the " Equal Variances Assumed" test, all are above 0.05.

Also the table shows us that we do not reject the equality of means for the dependent variables number 17(increase in profitability), but for the rest of the variables we reject the equality of the means for the dependent variables #: 18-19-20-21-22. Therefore we can conclude the following:

- The 1st factor that affects organizational performance, increase profitability isn't different in generic and brand companies.

- The 2nd factor that affects organizational performance, better products and services, are different in generic and brand companies.
- The 3rd factor that affects organizational performance, high level of creativity, is different in generic and brand companies.
- The 4th factor that affects organizational performance, attract and retain talented employee, are different in generic and brand companies.
- The 5th factor that affects organizational performance, employee satisfaction, is different in generic and brand companies.
- The 6th factor that affects organizational performance, employees feeling of respect and involvement, are different in generic and brand companies.

6.5 REGRESSION ANALYSIS.

The regression analysis will help us to determine the strength of association between the single dependent variable and the multiple independent variables.

It will help us also to identify the relative importance of each of the multiple independent variables in predicting the single metric dependent variable .And finally it will help us predict the values of the dependent variables from the values of the multiple independent variables.

To test strength of association between the independent variables and the dependent variable, we will use the R-square or the "coefficient of determination" that tests the overall relationship between these variables. It also represents the amount of variation in the dependent variable associated with all of the independent variables considered together (it is also referred to as a measure of the goodness of fit). R^2 ranges from 0 to 1.0 and represents the amount of the dependent variable "explained" by the independent variables combined. A large R^2 indicates the straight line works well while a small R^2 indicates it does not work well.

Therefore I had to conduct a stepwise regression analysis on all the independent variables with each dependent variable and do the regression analysis for every dependent variable with I, II, III.

The F statistic is used to determine if the overall regression model is statistically significant. If the F statistic is significant, it means it is unlikely your sample will produce a large R^2 when the population R^2 is actually zero.

Finally we will use the beta from the coefficient table to check the variability of the dependent variable for every variation in the independent variables, Beta interpretation = for every unit the X1 (independent variable) beta increases or decreases, X_{17} (dependent variable) will increase or decrease by an amount (z).

- **Regression Analysis for all independent variables with dependent variable # 17(increase in profitability)**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical) and #14(interdepartmental communication exists) explain the variation in the dependent variable #17(increase in profitability).

The table also shows us an R squared of 0.384, which means that 38.4% of the variance in the increase of profitability (dependent variable #17) model is explained by the independent variable#12 and 14.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.544[a]	.296	.288	.634	.296	37.800	1	90	.000
2	.620[b]	.384	.370	.596	.088	12.776	1	89	.001

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV14,interdepartemental communication exist

c. Dependent Variable: DV17,increase profiatbility

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that feedback and interdepartmeental communication contribute to the increase in profitability.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.175	1	15.175	37.800	.000[a]
	Residual	36.130	90	.401		
	Total	51.304	91			
2	Regression	19.710	2	9.855	27.761	.000[b]
	Residual	31.594	89	.355		
	Total	51.304	91			

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV14, interdepartemental communication exist

c. Dependent Variable: DV17,increase profiatbility

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: feedback and the interdepartmental communication and the dependent variable increase in profitability are (0.401) and (0.287) respectively and both positive.

Based on the t –value for independent variable #12 (4.497), p-value (0.000) and t-value for independent variable #14(3.574), p-value (0.001). we conclude that this relationship is statistically significant and has a positive linear relationship between feedback / communication and increase in profitability.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.401\ X_{IV\#12}+0.287\ X_{IV\#14} + 1.531$. Where Y represent the increase in profitability.

From this equation we can conclude that for every unit increase in independent variable #12 the profitability will increase by 0.401 units holding all others constant. Also for every unit increase in independent variable #14 the profitability will increase by 0.287 units holding all others constant.

This shows that the respondents see “motivational/technical feedback with employees”, “the existence of interdepartmental communication” contributing to the increase in profitability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.994	.347		5.748	.000					
	IV12,feedback is motivational and techincal	.532	.087	.544	6.148	.000	.544	.544	.544	1.000	1.000
2	(Constant)	1.531	.351		4.364	.000					
	IV12,feedback is motivational and techincal	.401	.089	.410	4.497	.000	.544	.430	.374	.832	1.202
	IV14,interdepartemental communication exist	.287	.080	.326	3.574	.001	.494	.354	.297	.832	1.202

a. Dependent Variable: DV17,increase profiatbility

- **Regression Analysis for all independent variables with dependent variable # 18(deliver better products and quality services).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties) and #4(free open sharing of information) explain the variation in the dependent variable #18(better products and services).

The table also show us an R squared of 0.290, which means that 29% of the variance in the better products and services (dependent variable #18) model is explained by the independent variable #10 and independent variable #4.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.456[a]	.208	.199	.744	.208	23.670	1	90	.000
2	.539[b]	.290	.275	.709	.082	10.319	1	89	.002

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV4,free open sharing of information

c. Dependent Variable: DV18,better products and services

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below. Our model reaches statistical significnace(sig=0.000).Therefore

we reject the null and conclude that awarness about communication difficulties and free open sharing information contribute to better prodcut and services

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.116	1	13.116	23.670	.000[a]
	Residual	49.873	90	.554		
	Total	62.989	91			
2	Regression	18.298	2	9.149	18.220	.000[b]
	Residual	44.691	89	.502		
	Total	62.989	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV4,free open sharing of information

c. Dependent Variable: DV18,better products and services

By looking to the coefficient table below we see that the slope of regression between the 2 independent variables: awareness about communication difficulties, and a free open sharing of information and the dependent variable better products and services are (0.415) and (0.281) respectively and both are positive.

Based on the t –value for independent variable #10 (4.572) , p-value (0.000) and t-value for independent variable #4(3.212) , p-value (0.002)., we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties / free open sharing of information and better products and services.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.415\ X_{IV\#10}+0.281\ X_{IV\#4} + 1.402$. Where Y represent better products and services.

From this equation we can conclude that for every unit increase in independent variable #10 better products and services will increase by 0.415 units holding all others constant. Also for every unit increase in independent variable #4 better products and services will increase by 0.281 units holding all others constant.

This shows that the respondents see “the awareness about communication difficulties”, “the existence of free open sharing of information” contributing to the delivering of better products and services.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.343	.347		6.752	.000					
	IV10,awarness about communication difficulties	.459	.094	.456	4.865	.000	.456	.456	.456	1.000	1.000
2	(Constant)	1.402	.442		3.174	.002					
	IV10,awarness about communication difficulties	.415	.091	.413	4.572	.000	.456	.436	.408	.978	1.023
	IV4,free open sharing of information	.281	.087	.290	3.212	.002	.352	.322	.287	.978	1.023

a. Dependent Variable: DV18,better products and services

- **Regression analysis for all independent variables with dependent variable # 19(have high level of creativity).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties) explain the variation in the dependent variable #19(high level of creativity).

The table also show us an R squared of 0.427, which means that 42.7% of the variance in the high level of creativity (dependent variable #19) model is explained by the independent variable #10.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.427[a]	.182	.173	.860	.182	20.087	1	90	.000

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Dependent Variable: DV19,high level of creativity

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below. Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties contribute to high level of creativity.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.867	1	14.867	20.087	.000[a]
	Residual	66.611	90	.740		
	Total	81.478	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Dependent Variable: DV19,high level of creativity

By looking to the coefficient table below we see that the slope of regression between the independent variable “awareness about communication difficulties” and the dependent variable high level of creativity is (0.488) and it is positive.

Based on the t –value for independent variable #10 (4.482), p-value (0.000), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties and better products and services.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.488\ X_{IV\#10}+ 1.943$. Where Y represent better products and services.

From this equation we can conclude that for every unit increase in independent variable #10 high creativity level will increase by 0.488 units holding all others constant.

This shows that the respondents see “awareness about communication difficulties” contributing to higher level of creativity.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.943	.401		4.845	.000					
	IV10,awarness about communication difficulties	.488	.109	.427	4.482	.000	.427	.427	.427	1.000	1.000

a. Dependent Variable: DV19,high level of creativity

- **Regression analysis for all independent variables with dependent variable # 20(attract and retain talented people).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties), independent variable #2 communication and training program and independent variable #4(free open sharing of information) explain the variation in the dependent variable #20(the attraction and retaining of talented employee).

The table also show us an R squared of 0.504, which means that 50.4% of the variance of the attraction and retaining of talented employee (dependent variable #20) model is explained by the independent variable #10, independent variable #4 and 2.

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.617[a]	.381	.374	.781	.381	55.460	1	90	.000
2	.676[b]	.456	.444	.736	.075	12.298	1	89	.001
3	.710[c]	.504	.488	.707	.048	8.542	1	88	.004

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV4,free open sharing of information

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV4,free open sharing of information, IV2,communication training program

d. Dependent Variable: DV20,attract and retain talented employee

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties, communication training program and free open sharing information contribute to attract and retain talented employee.

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.834	1	33.834	55.460	.000[a]
	Residual	54.905	90	.610		
	Total	88.739	91			
2	Regression	40.500	2	20.250	37.360	.000[b]
	Residual	48.239	89	.542		
	Total	88.739	91			
3	Regression	44.768	3	14.923	29.865	.000[c]
	Residual	43.971	88	.500		
	Total	88.739	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV4,free open sharing of information

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV4,free open sharing of information, IV2,communication training program

d. Dependent Variable: DV20,attract and retain talented employee

By looking to the coefficient table below we see that the slopes of regression between the independent variables: awareness about communication difficulties, communication training program and a free open sharing of information and the dependent variable attraction and retaining talented employee rare (0.541), (0.274) and (0.310) respectively and all are positive.

Based on the t –value for IV #10 (4.572), p-value (0.000), independent variable #2(2.293), p-value (0.004) and t- value for independent variable #4(3.552), p-value (0.001), we conclude that this relationship is statistically significant and has a positive

linear relationship between awareness about communication difficulties/ communication training program / free open sharing of information and the attraction /retaining talented employee.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.541\ X_{IV\#10} + 0.310\ X_{IV\#4} +0.274X_{IV\#2} - 0.451$. Where Y represent the attraction /retaining talented employee.

From this equation, we can conclude that for every unit increase in independent variable #10 attraction /retaining talented employee will increase by 0.514 units holding all others constant. Also for every unit increase in independent variable #4 attraction /retaining talented employee will increase by 0.310 units holding all others constant and for every unit increase in independent variable #2 attractions /retaining talented employee will increase by 0.274 units holding all others constant.

This shows that the respondents see “awareness about communication difficulties”, “the existence of free open sharing of communication”, and “the existence of communication training programs” contributing to the attraction and retention of talented employee.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.118	.364		3.069	.003					
	IV10,awarness about communication difficulties	.737	.099	.617	7.447	.000	.617	.617	.617	1.000	1.000
2	(Constant)	.050	.459		.108	.914					
	IV10,awarness about communication difficulties	.687	.094	.576	7.287	.000	.617	.611	.569	.978	1.023
	IV4,free open sharing of information	.318	.091	.277	3.507	.001	.363	.348	.274	.978	1.023
3	(Constant)	-.461	.474		-.973	.333					
	IV10,awarness about communication difficulties	.541	.104	.453	5.222	.000	.617	.486	.392	.748	1.337
	IV4,free open sharing of information	.310	.087	.270	3.552	.001	.363	.354	.267	.976	1.024
	IV2,communication training program	.274	.094	.252	2.923	.004	.503	.297	.219	.757	1.321

a. Dependent Variable: DV20,attract and retain talented employee

- **Regression analysis for all independent variables with dependent variable # 21(employee are satisfied).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties), independent variable #2 communication and training program, independent variable #5 overcoming threats of communication and independent variable #14(interdepartmental communication exist) explain the variation in the dependent variable #21(employee satisfaction).

The table also show us an R squared of 0.520, which means that 52.0% of the variance of the employee satisfaction (dependent variable #21) model is explained by the independent variable #10, independent variable #14, independent variable #5 and independent variable # 2.

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.594[a]	.353	.346	.852	.353	49.114	1	90	.000
2	.664[b]	.440	.428	.797	.087	13.896	1	89	.000
3	.705[c]	.497	.480	.760	.056	9.850	1	88	.002
4	.721[d]	.520	.498	.747	.023	4.191	1	87	.044

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist, IV5, overcoming threats of communication

d. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist, IV5, overcoming threats of communication, IV2,communication training program

e. Dependent Variable: DV21,employee satisfaction

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties, communication training program,interdepartemental communication exist and overcoming threats contribute to employee satisfaction.

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.685	1	35.685	49.114	.000[a]
	Residual	65.391	90	.727		
	Total	101.076	91			
2	Regression	44.516	2	22.258	35.024	.000[b]
	Residual	56.560	89	.636		
	Total	101.076	91			
3	Regression	50.210	3	16.737	28.955	.000[c]
	Residual	50.866	88	.578		
	Total	101.076	91			
4	Regression	52.547	4	13.137	23.551	.000[d]
	Residual	48.529	87	.558		
	Total	101.076	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist, IV5,overcoming threats of communication

d. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist, IV5,overcoming threats of communication, IV2,communication training program

e. Dependent Variable: DV21,employee satisfaction

By looking to the coefficient table below we see that the slopes of regression between the independent variables: awareness about communication difficulties, communication training program, overcoming threats of communication and interdepartmental communication exist and the dependent variable employee satisfaction are (0.452), (0.203), (0.261) and (0.336) respectively and all are positive.

Based on the t –value for independent variable #10 (3.943) , p-value (0.000), independent variable #2(2.047), p-value(0.044), independent variable #5(3.250), p-value(0.002) and t- value for independent variable #14(3.457) , p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties/ communication

training program / overcoming threats of communication and interdepartmental communication exist and the employee satisfaction.

By looking to the B column under unstandardized coefficient in the coefficient table below , we can represent the regression equation as: $Y= 0.452\ X_{IV\#10} +0.336\ X_{IV\#14} +0.203X_{IV\#2}+0.261X_{IV\#5} - 0.691$ where Y represent the employee satisfaction.

From this equation we can conclude that for every unit increase in independent variable #10 employee satisfaction will increase by 0.452 units holding all others constant. Also for every unit increase in independent variable #14 employee satisfaction will increase by 0.336 units holding all others constant and for every unit increase in independent variable #2 employee satisfaction will increase by 0.203 units holding all others constant and for every unit increase in independent variable #5 employee satisfaction will increase by 0.261 units holding all others constant.

This shows that the respondents see “the existence of communication training program”,”the existence of interdepartmental communication”, “overcoming communication threats”, and “the awareness about communication difficulties” contributing to the employee satisfaction.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.079	.397		2.715	.008					
	IV10,awarness about communication difficulties	.757	.108	.594	7.008	.000	.594	.594	.594	1.000	1.000
2	(Constant)	.201	.440		.456	.650					
	IV10,awarness about communication difficulties	.638	.106	.501	6.027	.000	.594	.538	.478	.910	1.099
	IV14,interdepartemental communication exist	.383	.103	.310	3.728	.000	.460	.367	.296	.910	1.099
3	(Constant)	-.319	.451		-.706	.482					
	IV10,awarness about communication difficulties	.559	.104	.439	5.364	.000	.594	.496	.406	.856	1.169
	IV14,interdepartemental communication exist	.352	.099	.285	3.578	.001	.460	.356	.271	.901	1.110
	IV5,overcoming threats of communication	.257	.082	.249	3.138	.002	.422	.317	.237	.912	1.097
4	(Constant)	-.691	.479		-1.443	.153					
	IV10,awarness about communication difficulties	.452	.115	.355	3.943	.000	.594	.389	.293	.680	1.470
	IV14,interdepartemental communication exist	.336	.097	.272	3.457	.001	.460	.348	.257	.894	1.118
	IV5,overcoming threats of communication	.261	.080	.253	3.250	.002	.422	.329	.241	.911	1.098
	IV2,communication training program	.203	.099	.175	2.047	.044	.440	.214	.152	.752	1.329

a. Dependent Variable: DV21,employee satisfaction

- **Regression analysis for all independent variables with dependent variable # 22(employee feel respected & involved).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties), independent variable #13 communication is ethical, independent variable #8 communication is transparent and honest and independent variable #16managers explain everything to employees, explain the variation in the dependent variable #22(employee feeling of respect & involvement).

The table also show us an R squared of 0.538, which means that 53.8% of the variance of the employee feeling of respect & involvement (dependent variable #22) model is explained by the independent variable #10, independent variable #13, independent variable #8 and independent variable #16.

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.641[a]	.411	.405	.775	.411	62.813	1	90	.000
2	.697[b]	.486	.474	.728	.075	12.956	1	89	.001
3	.718[c]	.516	.499	.710	.030	5.403	1	88	.022
4	.733[d]	.538	.516	.698	.022	4.123	1	87	.045

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV13,communication is ethical

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV13,communication is ethical, IV8,communication istransparent and honest

d. Predictors: (Constant), IV10,awarness about communication difficulties, IV13,communication is ethical, IV8,communication istransparent and honest, IV16,managers explain everything to employees

e. Dependent Variable: DV22,employee feeling of respect&involvement

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below. Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties,communication is ethical, communication is transparent and honest and managers explain everyhting to employees contribute to employee feeling of respect & involvement.

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.687	1	37.687	62.813	.000[a]
	Residual	53.998	90	.600		
	Total	91.685	91			
2	Regression	44.548	2	22.274	42.056	.000[b]
	Residual	47.137	89	.530		
	Total	91.685	91			
3	Regression	47.275	3	15.758	31.226	.000[c]
	Residual	44.410	88	.505		
	Total	91.685	91			
4	Regression	49.284	4	12.321	25.281	.000[d]
	Residual	42.400	87	.487		
	Total	91.685	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV13, communication is ethical

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV13, communication is ethical, IV8,communication istransparent and honest

d. Predictors: (Constant), IV10,awarness about communication difficulties, IV13, communication is ethical, IV8,communication istransparent and honest, IV16, managers explain everything to employees

e. Dependent Variable: DV22,employee feeling of respect&involvement

By looking to the coefficient table below we see that the slopes of regression between the 4 independent variables: awareness about communication difficulties, communication is ethical , communication is transparent and honest ,managers explain everything for employees and the dependent variables employees feeling of respect & involvement are respectively (0.508), (0.269),(0.243) and (0.194) and all positive.

Based on the t –value for independent variable #10 (4.858), p-value (0.000), independent variable #13(2.472), p-value(0.015), independent variable #8(2.293), p-value(0.024) and t- value for independent variable #16(2.030), p-value (0.045), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties, communication is ethical, communication is transparent and honest, mangers explain everything for employees and the employee feeling of respect & involvement is positive.

By looking to the B column under unstandardized coefficient in the coefficient table below , we can represent the regression equation as: $Y= 0.508\ X_{IV\#10} +0.269\ X_{IV\#13} +0.243X_{IV\#8}+0.194X_{IV\#16} - 0.831$ where Y represent the employee feeling of respect & involvement.

From this equation we can conclude that for every unit increase in independent variable #10 employee feeling of respect & involvement will increase by 0.508 units holding all others constant. Also for every unit increase in independent variable #13 employee feeling of respect & involvement will increase by 0.269 units holding all others constant and for every unit increase in independent variable #8 employee feeling of respect & involvement satisfaction will increase by 0.243 units holding all others constant

and for every unit increase in independent variable #16 employee feeling of respect & involvement will increase by 0.194 units holding all others constant.

This shows that the respondents “awareness about communication difficulties”, “the existence of ethical communication”,” transparent & honest communication”, and “the managers explaining everything to employees” contributing to the employee feeling of respect & involvement.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.091	.361		3.020	.003					
	IV10,awarness about communication difficulties	.778	.098	.641	7.925	.000	.641	.641	.641	1.000	1.000
2	(Constant)	.157	.427		.366	.715					
	IV10,awarness about communication difficulties	.608	.104	.502	5.879	.000	.641	.529	.447	.794	1.260
	IV13,communication is ethical	.378	.105	.307	3.599	.001	.535	.356	.274	.794	1.260
3	(Constant)	-.263	.454		-.578	.565					
	IV10,awarness about communication difficulties	.541	.105	.446	5.146	.000	.641	.481	.382	.733	1.364
	IV13,communication is ethical	.282	.111	.229	2.554	.012	.535	.263	.189	.683	1.464
	IV8,communication istransparent and honest	.251	.108	.207	2.325	.022	.517	.241	.172	.694	1.440
4	(Constant)	-.831	.527		-1.577	.118					
	IV10,awarness about communication difficulties	.508	.105	.419	4.858	.000	.641	.462	.354	.715	1.398
	IV13,communication is ethical	.269	.109	.218	2.472	.015	.535	.256	.180	.681	1.469
	IV8,communication istransparent and honest	.243	.106	.201	2.293	.024	.517	.239	.167	.693	1.442
	IV16,managers explain everything to employees	.194	.095	.153	2.030	.045	.317	.213	.148	.941	1.063

a. Dependent Variable: DV22,employee feeling of respect&involvement

- **Regression analysis for hypothesis #1 with dependent variable # 17(increase profitability).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties) and independent variable #14 (interdepartmental communication existence), explain the variation in the dependent variable #17(increase in profitability).

The table also shows us an R squared of 0.285, which means that 28.5% of the variance of the increase in profitability (dependent variable #17) model is explained by the independent variable #10 and independent variable #14.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.494[a]	.244	.236	.656	.244	29.082	1	90	.000
2	.534[b]	.285	.269	.642	.041	5.096	1	89	.026

a. Predictors: (Constant), IV14,interdepartemental communication exist

b. Predictors: (Constant), IV14,interdepartemental communication exist, IV10,awarness about communication difficulties

c. Dependent Variable: DV17,increase profiatbility

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties, and interdepartmenetal communication existence contribute to increase in profitability .

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.529	1	12.529	29.082	.000[a]
	Residual	38.775	90	.431		
	Total	51.304	91			
2	Regression	14.630	2	7.315	17.751	.000[b]
	Residual	36.675	89	.412		
	Total	51.304	91			

a. Predictors: (Constant), IV14,interdepartemental communication exist

b. Predictors: (Constant), IV14,interdepartemental communication exist, IV10, awarness about communication difficulties

c. Dependent Variable: DV17,increase profiatbility

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: awareness about communication difficulties, and interdepartmental communication existence and the dependent variable increase in profitability are (0.192) and (0.379) respectively and both are positive.

Based on the t –value for independent variable #10 (2.258), p-value (0.026) and independent variable #14(4.581), p-value (0.000), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties and interdepartmental communication existence and the increase in profitability is positive.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.192\ X_{IV\#10} + 0.379X_{IV\#14} + 2.106$ where Y represents the increase in profitability.

From this equation we can conclude that for every unit increase in independent variable #10 increase in profitability will increase by 0.192 units holding all others constant. Also for every unit increase in independent variable #14 increase in profitability will increase by 0.379 units holding all others constant.

This shows that the respondents see “awareness about communication difficulties“and “the existence of interdepartmental communication” contributing to enhancement of profitability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.606	.283		9.207	.000					
	IV14,interdepartemental communication exist	.435	.081	.494	5.393	.000	.494	.494	.494	1.000	1.000
2	(Constant)	2.106	.354		5.945	.000					
	IV14,interdepartemental communication exist	.379	.083	.430	4.581	.000	.494	.437	.411	.910	1.099
	IV10,awarness about communication difficulties	.192	.085	.212	2.258	.026	.341	.233	.202	.910	1.099

a. Dependent Variable: DV17,increase profiatbility

- **Regression analysis for hypothesis #1 with dependent variable # 18(deliver better products and quality services).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties) and independent variable #14 (interdepartmental communication existence), explain the variation in the dependent variable #18(better products and services).

The table also shows us an R squared of 0.264, which means that 26.4% of the variance of better products and services (dependent variable #18) model is explained by the independent variable #10 and independent variable #14.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.456[a]	.208	.199	.744	.208	23.670	1	90	.000
2	.514[b]	.264	.248	.722	.056	6.762	1	89	.011

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist

c. Dependent Variable: DV18,better products and services

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties, and interdepartmenetal communication existence contribute to better products and services

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.116	1	13.116	23.670	.000[a]
	Residual	49.873	90	.554		
	Total	62.989	91			
2	Regression	16.638	2	8.319	15.974	.000[b]
	Residual	46.351	89	.521		
	Total	62.989	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist

c. Dependent Variable: DV18,better products and services

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: awareness about communication difficulties, and interdepartmental communication existence and the dependent variable better products and services are (0.384) and (0.242) respectively and both are positive.

Based on the t –value for independent variable #10 (4.005), p-value (0.000) and independent variable #14(2.600), p-value (0.011), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties and interdepartmental communication existence and better products and services is positive.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.384X_{IV\#10} + 0.242X_{IV\#14} + 1.789$ where Y represents better products and services.

From this equation we can conclude that for every unit increase in independent variable #10 increase in better products and services will increase by 0.384 units holding all others constant. Also for every unit increase in independent variable #14 increase in better products and services will increase by 0.242 units holding all others constant.

This shows that the respondents see “interdepartmental communication”, and ”the existence of awareness about communication difficulties” enhance delivering of better products and services.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.343	.347		6.752	.000					
	IV10,awarness about communication difficulties	.459	.094	.456	4.865	.000	.456	.456	.456	1.000	1.000
2	(Constant)	1.789	.398		4.490	.000					
	IV10,awarness about communication difficulties	.384	.096	.382	4.005	.000	.456	.391	.364	.910	1.099
	IV14,interdepartemental communication exist	.242	.093	.248	2.600	.011	.363	.266	.236	.910	1.099

a. Dependent Variable: DV18,better products and services

HYPOTHESIS#1 with dependent variable #19

- **Regression analysis for hypothesis #1 with dependent variable # 19(have high level of creativity).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties), explains the variation in the dependent variable #19(high level of creativity).

The table also shows us an R squared of 0.182, which means that 18.2% of the variance of high level of creativity (dependent variable #19) model is explained by the independent variable #10.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.427[a]	.182	.173	.860	.182	20.087	1	90	.000

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Dependent Variable: DV19,high level of creativity

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties contributes to high level of creativity.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.867	1	14.867	20.087	.000[a]
	Residual	66.611	90	.740		
	Total	81.478	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Dependent Variable: DV19,high level of creativity

By looking to the coefficient table below we see that the slopes of regression between the independent variable: awareness about communication and the dependent variable high level of creativity is (0.488) and it is positive.

Based on the t –value for independent variable #10 (4.482), p-value (0.000), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties existence and high level of creativity.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.488X_{IV\#10} + 1.943$ where Y represents high level of creativity.

From this equation we can conclude that for every unit increase in independent variable #10 increase in high level of creativity will increase by 0.488 units holding all others constant.

This shows that the respondents see “awareness about communication difficulties” enhance higher level of creativity.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.943	.401		4.845	.000					
	IV10,awarness about communication difficulties	.488	.109	.427	4.482	.000	.427	.427	.427	1.000	1.000

a. Dependent Variable: DV19,high level of creativity

HYPOTHESIS #1 with dependent variable #20

- **Regression analysis for hypothesis #1with dependent variable # 20(attract & retain talented employee).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties), independent variable #2(communication and training program), independent variable #9(diversity and differences are encouraged), explain the variation in the dependent variable #20(retain and attract employee).

The table also show us an R squared of 0.462, which means that 46.2% of the variance of the retain and attract employee (dependent variable #20) model is explained by the independent variable #10, independent variable #2 and independent variable #9.

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.617[a]	.381	.374	.781	.381	55.460	1	90	.000
2	.658[b]	.433	.421	.752	.052	8.195	1	89	.005
3	.680[c]	.462	.444	.736	.029	4.753	1	88	.032

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV2,communication training program

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV2,communication training program , IV9,diversity and differences are encouraged

d. Dependent Variable: DV20,attract and retain talented employee

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication

difficulties,communication training program and diversity and differences are encouraged contribute to attract and retain emloyee.

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.834	1	33.834	55.460	.000[a]
	Residual	54.905	90	.610		
	Total	88.739	91			
2	Regression	38.464	2	19.232	34.045	.000[b]
	Residual	50.276	89	.565		
	Total	88.739	91			
3	Regression	41.040	3	13.680	25.238	.000[c]
	Residual	47.699	88	.542		
	Total	88.739	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV2, communication training program

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV2, communication training program , IV9,diversity and differences are encouraged

d. Dependent Variable: DV20,attract and retain talented employee

By looking to the coefficient table below we see that the slopes of regression between the 3 independent variables: awareness about communication difficulties, communication is ethical , communication training problem and diversity and differences are encouraged, and the dependent variable retention of talented employee are(0.499), (0.265) and (0.223)respectively and all are positive.

Based on the t –value for independent variable #10 (4.381) , p-value (0.000), independent variable #2(2.705), p-value(0.008), independent variable #9(2.180), p-value(0.032), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties ,communication training problem and diversity and differences are encouraged and attraction and retention of talented employee is positive .

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.499\ X_{IV\#10} + 0.265\ X_{IV\#2} + 0.223X_{IV\#9} + 0.059$ where Y represents the attraction and retention of talented employee

From this equation we can conclude that for every unit increase in independent variable #10 attraction and retention of talented employee will increase by 0.499 units holding all others constant. Also for every unit increase in independent variable #2 attractions and retention of talented employee will increase by 0.265 units holding all others constant and for every unit increase in independent variable #9 attractions and retention of talented employee will increase by 0.233 units holding all others constant.

This shows that the respondents see “communication training programs”,”the increase in awareness in communication difficulties”, and “encouragement of diversity and differences” contributing to the attraction and retention of talented employees.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.118	.364		3.069	.003					
	IV10,awarness about communication difficulties	.737	.099	.617	7.447	.000	.617	.617	.617	1.000	1.000
2	(Constant)	.556	.402		1.383	.170					
	IV10,awarness about communication difficulties	.583	.109	.488	5.330	.000	.617	.492	.425	.758	1.319
	IV2,communication training program	.285	.099	.262	2.863	.005	.503	.290	.228	.758	1.319
3	(Constant)	.059	.455		.129	.898					
	IV10,awarness about communication difficulties	.499	.114	.418	4.381	.000	.617	.423	.342	.671	1.490
	IV2,communication training program	.265	.098	.244	2.705	.008	.503	.277	.211	.751	1.331
	IV9,diversity and differences are encouraged	.223	.102	.189	2.180	.032	.433	.226	.170	.815	1.227

a. Dependent Variable: DV20,attract and retain talented employee

HYPOTHESIS# 1 with dependent variable #21

- **Regression analysis for hypothesis #1with dependent variable # 21(employee satisfaction).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties), independent variable #2 (communication and training program), independent variable #5 (overcoming threats of

communication) and independent variable #14(interdepartmental communication exist) explain the variation in the dependent variable #21(employee satisfaction).

The table also show us an R squared of 0.520, which means that 52.0% of the variance of the employee satisfaction (dependent variable #21) model is explained by the independent variable #10, independent variable #14, independent variable #5 and independent variable # 2.

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.594[a]	.353	.346	.852	.353	49.114	1	90	.000
2	.664[b]	.440	.428	.797	.087	13.896	1	89	.000
3	.705[c]	.497	.480	.760	.056	9.850	1	88	.002
4	.721[d]	.520	.498	.747	.023	4.191	1	87	.044

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist, IV5, overcoming threats of communication

d. Predictors: (Constant), IV10,awarness about communication difficulties, IV14,interdepartemental communication exist, IV5, overcoming threats of communication, IV2,communication training program

e. Dependent Variable: DV21,employee satisfaction

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that awarness about communication difficulties, communication training program,interdepartemental communication exist and overcoming threats contribute to employee satisfaction.

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.685	1	35.685	49.114	.000[a]
	Residual	65.391	90	.727		
	Total	101.076	91			
2	Regression	44.516	2	22.258	35.024	.000[b]
	Residual	56.560	89	.636		
	Total	101.076	91			
3	Regression	50.210	3	16.737	28.955	.000[c]
	Residual	50.866	88	.578		
	Total	101.076	91			
4	Regression	52.547	4	13.137	23.551	.000[d]
	Residual	48.529	87	.558		
	Total	101.076	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist

c. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist, IV5,overcoming threats of communication

d. Predictors: (Constant), IV10,awarness about communication difficulties, IV14, interdepartemental communication exist, IV5,overcoming threats of communication, IV2,communication training program

e. Dependent Variable: DV21,employee satisfaction

By looking to the coefficient table below we see that the slopes of regression between the 4 independent variables: awareness about communication difficulties, communication training program, overcoming threats of communication and interdepartmental communication exist and the dependent variable employee satisfaction are(0.452), (0.203), (0.261) and (0.336) respectively and all are positive..

Based on the t –value for independent variable #10 (3.943) , p-value (0.000), independent variable #2(2.047), p-value(0.044), independent variable #5(3.250), p-value(0.002) and t- value for independent variable #14(3.457) , p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between awareness about communication difficulties/ communication

training program / overcoming threats of communication and interdepartmental communication exist and the employee satisfaction.

By looking to the B column under unstandardized coefficient in the coefficient table below , we can represent the regression equation as: $Y= 0.452\ X_{IV\#10} +0.336\ X_{IV\#14} +0.203X_{IV\#2}+0.261X_{IV\#5} - 0.691$ where Y represent the employee satisfaction.

From this equation we can conclude that for every unit increase in independent variable #10 employee satisfaction will increase by 0.452 units holding all others constant. Also for every unit increase in independent variable #14 employee satisfaction will increase by 0.336 units holding all others constant and for every unit increase in independent variable #2 employee satisfaction will increase by 0.203 units holding all others constant and for every unit increase in independent variable #5 employee satisfaction will increase by 0.261 units holding all others constant.

This shows that the respondents see “communication training programs”, “increase in interdepartmental communication existence”, “overcoming threats of communication”, and “the awareness about communication difficulties” contribute to the enhancement of employee satisfaction.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.079	.397		2.715	.008					
	IV10,awarness about communication difficulties	.757	.108	.594	7.008	.000	.594	.594	.594	1.000	1.000
2	(Constant)	.201	.440		.456	.650					
	IV10,awarness about communication difficulties	.638	.106	.501	6.027	.000	.594	.538	.478	.910	1.099
	IV14,interdepartemental communication exist	.383	.103	.310	3.728	.000	.460	.367	.296	.910	1.099
3	(Constant)	-.319	.451		-.706	.482					
	IV10,awarness about communication difficulties	.559	.104	.439	5.364	.000	.594	.496	.406	.856	1.169
	IV14,interdepartemental communication exist	.352	.099	.285	3.578	.001	.460	.356	.271	.901	1.110
	IV5,overcoming threats of communication	.257	.082	.249	3.138	.002	.422	.317	.237	.912	1.097
4	(Constant)	-.691	.479		-1.443	.153					
	IV10,awarness about communication difficulties	.452	.115	.355	3.943	.000	.594	.389	.293	.680	1.470
	IV14,interdepartemental communication exist	.336	.097	.272	3.457	.001	.460	.348	.257	.894	1.118
	IV5,overcoming threats of communication	.261	.080	.253	3.250	.002	.422	.329	.241	.911	1.098
	IV2,communication training program	.203	.099	.175	2.047	.044	.440	.214	.152	.752	1.329

a. Dependent Variable: DV21,employee satisfaction

HYPOTHESIS# 1 with dependent variable #22

- **Regression analysis for hypothesis #1 with dependent variable # 22(employee feel respected and involved).**

From the model summary table we can see that only independent variable #10(awareness about communication difficulties) and independent variable #9 (communication is ethical), explain the variation in the dependent variable #22(employee feeling of respect & involvement).

The table also show us an R squared of 0.476, which means that 47.6% of the variance of the employee feeling of respect & involvement (dependent variable #22) model is explained by the independent variable #10 and independent variable #9.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.641[a]	.411	.405	.775	.411	62.813	1	90	.000
2	.690[b]	.476	.464	.735	.065	11.038	1	89	.001

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV9,diversity and differences are encouraged

c. Dependent Variable: DV22,employee feeling of respect&involvement

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below .Our model reaches statistical significnace(sig=0.000).Therefore we reject the null and conclude that awarness about communication difficulties and diversity and differences are encouraged contribute to employee feeling of respect & involvement.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.687	1	37.687	62.813	.000[a]
	Residual	53.998	90	.600		
	Total	91.685	91			
2	Regression	43.645	2	21.822	40.428	.000[b]
	Residual	48.040	89	.540		
	Total	91.685	91			

a. Predictors: (Constant), IV10,awarness about communication difficulties

b. Predictors: (Constant), IV10,awarness about communication difficulties, IV9,diversity and differences are encouraged

c. Dependent Variable: DV22,employee feeling of respect&involvement

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: awareness about communication difficulties and diversity and differences are encouraged and the dependent variable employees feeling of respect & involvement are (0.634), and (0.337) respectively and both positive.

Based on the t –value for Independent variable #10 (6.178), p-value (0.000) and independent variable #9(3.322), p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between awarness about

communication difficulties and diversity and differences are encouraged and the employee feeling of respect & involvement is positive.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.634 $X_{IV\#10}$ +0.337 $X_{IV\#9}$+0.278 where Y represents the employee feeling of respect & involvement.

From this equation we can conclude that for every unit increase in independent variable #10 employee feeling of respect & involvement will increase by 0.634 units holding all others constant. And also for every unit increase in independent variable #9 employee feeling of respect & involvement will increase by 0.337 units holding all others constant.

This shows that the respondents see "encouragement of diversity and differences","the increase in the awareness about communication difficulties" contribute to the enhancement of employees feeling of respect & involvement.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.091	.361		3.020	.003					
	IV10,awarness about communication difficulties	.778	.098	.641	7.925	.000	.641	.641	.641	1.000	1.000
2	(Constant)	.278	.421		.661	.510					
	IV10,awarness about communication difficulties	.634	.103	.523	6.178	.000	.641	.548	.474	.823	1.216
	IV9,diversity and differences are encouraged	.337	.102	.281	3.322	.001	.501	.332	.255	.823	1.216

a. Dependent Variable: DV22,employee feeling of respect&involvement

HYPOTHESIS #2 with dependent variable #17

- **Regression analysis for hypothesis #2 with dependent variable # 17(increase in profitability).**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical), explains the variation in the dependent variable #17(increase in profitability).

The table also shows us an R squared of 0.296, which means that 29.6% of (dependent variable #17) model is explained by the independent variable #12.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.544[a]	.296	.288	.634	.296	37.800	1	90	.000

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Dependent Variable: DV17,increase profiatbility

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below. Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that feedback is motivational and technical contributes to increase in profitability

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.175	1	15.175	37.800	.000[a]
	Residual	36.130	90	.401		
	Total	51.304	91			

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Dependent Variable: DV17,increase profiatbility

By looking to the coefficient table below we see that the slope of regression between the independent variable: feedback is motivational/technical, the dependent variable increase in profitability is (0.532), and it is positive.

Based on the t –value for independent variable #12 (6.148), p-value (0.000), we conclude that this relationship is statistically significant and has a positive linear

relationship between feedback is motivational and technical contributes to increase in profitability.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.532 $X_{IV\#12}$ +1.994 where Y represent the increase in profitability.

From this equation we can conclude that for every unit increase in independent variable #12 will increase in profitability by 0.532 units holding all others constant.

This shows that the respondents see “motivational/ technical feedback with employees” contribute to enhancement in profitability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.994	.347		5.748	.000					
	IV12,feedback is motivational and techincal	.532	.087	.544	6.148	.000	.544	.544	.544	1.000	1.000

a. Dependent Variable: DV17,increase profiatbility

HYPOTHESIS #2 with dependent variable #18

- **Regression analysis for hypothesis #2 with dependent variable # 18(deliver better product & quality services).**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical) and independent variable #15(practice of MBWA), explain the variation in the dependent variable #18(better products and services).

The table also shows us an R squared of 0.210, which means that 21.0% of the variance of the employee feeling of respect & involvement (dependent variable #18) model is explained by the independent variable #12 and independent variable #15.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.377[a]	.142	.133	.775	.142	14.954	1	90	.000
2	.458[b]	.210	.192	.748	.068	7.611	1	89	.007

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV15,practiceof MBWA

c. Dependent Variable: DV18,better products and services

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that feedback is motivational and technical and practice of MBWA contribute to better products and services.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.975	1	8.975	14.954	.000[a]
	Residual	54.014	90	.600		
	Total	62.989	91			
2	Regression	13.230	2	6.615	11.832	.000[b]
	Residual	49.759	89	.559		
	Total	62.989	91			

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV15,practiceof MBWA

c. Dependent Variable: DV18,better products and services

By looking to the coefficient table below we see that the slope of regression between the independent variables: feedbacks is motivational and technical, practice of MBWA and the dependent variable better products and services are (0.324) and (0.252) respectively, and both are positive.

Based on the t –value for independent variable #12 (3.033), p-value (0.003) and independent variable #15(2.759), p-value (0.007), we conclude that this relationship is

statistically significant and has a positive linear relationship between feedback is motivational and technical and practice of MBWA and better products and services.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.324 $X_{IV\#12}$ +0.252 $X_{IV\#15}$+1.868 where Y represents better products and services.

From this equation we can conclude that for every unit increase in independent variable #12 better products and services will increase by 0.324 units holding all others constant. And also for every unit increase in independent variable #15 better products and services will increase by 0.252 units holding all others constant.

This shows that the respondents see "the practice of MBWA", "the increase of motivational/ technical feedback" contribute to deliver of better products and services.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.379	.424		5.610	.000					
	IV12,feedback is motivational and techincal	.409	.106	.377	3.867	.000	.377	.377	.377	1.000	1.000
2	(Constant)	1.868	.449		4.157	.000					
	IV12,feedback is motivational and techincal	.324	.107	.299	3.033	.003	.377	.306	.286	.916	1.092
	IV15,practiceof MBWA	.252	.091	.272	2.759	.007	.358	.281	.260	.916	1.092

a. Dependent Variable: DV18,better products and services

HYPOTHESIS# 2 with dependent variable #19

- **Regression analysis for hypothesis #2 with dependent variable # 19(have high level of creativity).**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical), explains the variation in the dependent variable #19(high level of creativity).

The table also shows us an R squared of 0.103, which means that 10.3% of the variance of the high level of creativity (dependent variable #19) model is explained by the independent variable #12.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.320[a]	.103	.093	.901	.103	10.294	1	90	.002

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Dependent Variable: DV19,high level of creativity

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.002). Therefore we reject the null and conclude that feedback is motivational and technical contributes to high level of creativity.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.363	1	8.363	10.294	.002[a]
	Residual	73.115	90	.812		
	Total	81.478	91			

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Dependent Variable: DV19,high level of creativity

By looking to the coefficient table below we see that the slope of regression between the independent variable: feedback is motivational/technical and the dependent variable high creativity is (0.395) and it is positive.

Based on the t –value for independent variable #12 (3.208), p-value (0.002), we conclude that this relationship is statistically significant and has a positive linear relationship between feedback is motivational and technical and high level of creativity.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.395 $X_{IV\#12}$ +2.142 where Y represent high level of creativity.

From this equation we can conclude that for every unit increase in independent variable #12 high level of creativity will increase by 0.395 units holding all others constant.

This shows that the respondent see "motivational /technical feedback with employees" contribute to enhance high level of creativity.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.142	.493		4.340	.000					
	IV12,feedback is motivational and techincal	.395	.123	.320	3.208	.002	.320	.320	.320	1.000	1.000

a. Dependent Variable: DV19,high level of creativity

HYPOTHESIS# 2 with dependent variable #20

- **Regression analysis for hypothesis #2 with dependent variable # 20(attract & retain talented employee).**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical) and independent variable #7(suggestions are encouraged), explain the variation in the dependent variable #20(attract and retain employee).

The table also shows us an R squared of 0.291, which means that 29.1% of the variance of the attraction and retention of employee (dependent variable #20) model is explained by the independent variable #12 and independent variable #7.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.487[a]	.237	.228	.867	.237	27.928	1	90	.000
2	.539[b]	.291	.275	.841	.054	6.782	1	89	.011

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV7,suggestions are encouraged

c. Dependent Variable: DV20,attract and retain talented employee

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below. Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that feedback is motivational and technical and sugestions are encouraged contribute to attraction and retention of employees.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.016	1	21.016	27.928	.000[a]
	Residual	67.723	90	.752		
	Total	88.739	91			
2	Regression	25.811	2	12.906	18.253	.000[b]
	Residual	62.928	89	.707		
	Total	88.739	91			

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV7,suggestions are encouraged

c. Dependent Variable: DV20,attract and retain talented employee

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: feedbacks is motivational/technical, and suggestions are encouraged attraction and the dependent variable retention of employees are (0.486) and (0.362) respectively and both are positive.

Based on the t –value for independent variable #12 (3.838), p -value (0.000) and independent variable #7 (2.604), p-value (0.011), we conclude that this relationship is statistically significant and has a positive linear relationship between feedback is

motivational and technical and suggestions are encouraged and attraction and retention of employees.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.486 $X_{IV\#12}$ +0.362 $X_{IV\#7}$+2.98 where Y represents attraction and retention of employees.

From this equation we can conclude that for every unit increase in independent variable #12 attraction and retention of employees will increase by 0.486 units holding all others constant. And also for every unit increase in independent variable #7 attraction and retention of employees will increase by 0.362 units holding all others constant.

This shows that the respondents see "encouragement of suggestions", and "the increase in motivational/technical feedback" contributing to enhancement of attraction & retention of talented employee.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.297	.475		2.732	.008					
	IV12,feedback is motivational and techincal	.626	.118	.487	5.285	.000	.487	.487	.487	1.000	1.000
2	(Constant)	.298	.599		.497	.621					
	IV12,feedback is motivational and techincal	.486	.127	.378	3.838	.000	.487	.377	.343	.821	1.218
	IV7,suggestions are encouraged	.362	.139	.257	2.604	.011	.416	.266	.232	.821	1.218

a. Dependent Variable: DV20,attract and retain talented employee

HYPOTHESIS #2 with dependent variable #21

- **Regression analysis for hypothesis #2 with dependent variable # 21(employee satisfaction).**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical) and independent variable #15(practice of MBWA), explain the variation in the dependent variable #21 (employee satisfaction).

The table also shows us an R squared of 0.283, which means that 28.3% of the variance of the employee satisfaction (dependent variable #21) model is explained by the independent variable #12 and independent variable #15.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.472[a]	.223	.214	.934	.223	25.830	1	90	.000
2	.532[b]	.283	.267	.902	.060	7.460	1	89	.008

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV15,practiceof MBWA

c. Dependent Variable: DV21,employee satisfaction

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that feedback is motivational and technical and practice of MBWA contribute to employee satisfaction.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.540	1	22.540	25.830	.000[a]
	Residual	78.536	90	.873		
	Total	101.076	91			
2	Regression	28.613	2	14.307	17.572	.000[b]
	Residual	72.463	89	.814		
	Total	101.076	91			

a. Predictors: (Constant), IV12,feedback is motivational and techincal

b. Predictors: (Constant), IV12,feedback is motivational and techincal, IV15,practiceof MBWA

c. Dependent Variable: DV21,employee satisfaction

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: feedbacks is motivational/technical, and practice of MBWA and the dependent variable employee satisfaction are (0.546) and (0.301) respectively and both are positive.

Based on the t –value for independent variable #12 (4.242), p-value (0.000) and independent variable #15(2.731), p-value (0.008), we conclude that this relationship is statistically significant and has a positive linear relationship between feedback is motivational and technical and practice of MBWA and employee satisfaction.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.546\ X_{IV\#12} +0.301\ X_{IV\#15}+0.631$ where Y represents employee satisfaction.

From this equation we can conclude that for every unit increase in independent variable #12 employee satisfaction will increase by 0.546 units holding all others constant. And also for every unit increase in independent variable #15 employee satisfaction will increase by 0.301 units holding all others constant.

This shows that the respondents see "MBWA practicing", and " the increase in motivational/technical feedback" contributing to enhancement of employee satisfaction.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.242	.511		2.429	.017					
	IV12,feedback is motivational and techincal	.648	.128	.472	5.082	.000	.472	.472	.472	1.000	1.000
2	(Constant)	.631	.542		1.164	.247					
	IV12,feedback is motivational and techincal	.546	.129	.398	4.242	.000	.472	.410	.381	.916	1.092
	IV15,practiceof MBWA	.301	.110	.256	2.731	.008	.372	.278	.245	.916	1.092

a. Dependent Variable: DV21,employee satisfaction

HYPOTHESIS# 2 with dependent variable # 22

- **Regression analysis for #2 with dependent variable # 22(employee feel respected & involved).**

From the model summary table we can see that only independent variable #12(feedback is motivational and technical) and independent variable #7(suggestion are encouraged), explain the variation in the dependent variable #22 (employee feeling of respect & involvement).

The table also shows us an R squared of 0.285, which means that 28.5% of the variance of the employee feeling of respect & involvement (dependent variable #22) model is explained by the independent variable #12 and independent variable #7.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.455[a]	.207	.198	.899	.207	23.489	1	90	.000
2	.534[b]	.285	.269	.858	.078	9.768	1	89	.002

a. Predictors: (Constant), IV7,suggestions are encouraged

b. Predictors: (Constant), IV7,suggestions are encouraged, IV12,feedback is motivational and techincal

c. Dependent Variable: DV22,employee feeling of respect&involvement

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that feedback is motivational and technical and suggestions are encouraged contribute to employee feeling of respect & involvement.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.976	1	18.976	23.489	.000[a]
	Residual	72.709	90	.808		
	Total	91.685	91			
2	Regression	26.167	2	13.083	17.773	.000[b]
	Residual	65.518	89	.736		
	Total	91.685	91			

a. Predictors: (Constant), IV7,suggestions are encouraged

b. Predictors: (Constant), IV7,suggestions are encouraged, IV12,feedback is motivational and techincal

c. Dependent Variable: DV22,employee feeling of respect&involvement

By looking to the coefficient table below we see that the slopes of regression between the two independent variables: feedbacks is motivational/technical, and suggestions are encouraged and the dependent variable employee feeling of respect & involvement are (0.546) and (0.301) respectively and both are positive.

Based on the t –value for independent variable #12 (3.125), p-value (0.002) and independent variable #7(3.278), p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between feedback is motivational and technical and suggestions are encouraged and employee feeling of respect & involvement.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.404\ X_{IV\#12} + 0.465\ X_{IV\#7} + 0.300$ where Y represent employee feeling of respect & involvemen.

From this equation we can conclude that for every unit increase in independent variable #12 employee feeling of respect & involvemen will increase by 0.404 units holding all others constant. And also for every unit increase in independent variable #7

employee feeling of respect & involvemen will increase by 0.465 units holding all others constant.

This shows that the respondents see “encouraging employees suggestions”, and “the increase in motivational/ technical feedback” contributing to enhancement of employees feeling of respect & involvement.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.089	.584		1.865	.065					
	IV7,suggestions are encouraged	.652	.135	.455	4.847	.000	.455	.455	.455	1.000	1.000
2	(Constant)	.300	.612		.491	.624					
	IV7,suggestions are encouraged	.465	.142	.324	3.278	.001	.455	.328	.294	.821	1.218
	IV12,feedback is motivational and techincal	.404	.129	.309	3.125	.002	.446	.314	.280	.821	1.218

a. Dependent Variable: DV22,employee feeling of respect&involvement

HYPOTHESIS# 3 with dependent variable # 17

- **Regression analysis for hypothesis #3with dependent variable # 17(increase in profitability).**

From the model summary table we can see that only independent variable #13(communication is ethical), independent variable #16 (managers explain everything to employees), independent variable #8(communication is transparent and honest) and independent variable #11(self expression is encouraged) explain the variation in the dependent variable #17(increase profitability).

The table also show us an R squared of 0.334, which means that 33.4% of the variance of the employee satisfaction (dependent variable #17) model is explained by the independent variable #13, independent variable #16, independent variable #8 and independent variable #11.

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.402[a]	.162	.152	.691	.162	17.349	1	90	.000
2	.506[b]	.256	.239	.655	.094	11.275	1	89	.001
3	.545[c]	.297	.273	.640	.041	5.105	1	88	.026
4	.578[d]	.334	.304	.627	.038	4.926	1	87	.029

a. Predictors: (Constant), IV13,communication is ethical

b. Predictors: (Constant), IV13,communication is ethical, IV16,managers explain everything to employees

c. Predictors: (Constant), IV13,communication is ethical, IV16,managers explain everything to employees, IV8,communication istransparent and honest

d. Predictors: (Constant), IV13,communication is ethical, IV16,managers explain everything to employees, IV8,communication istransparent and honest, IV11,self expressing is encouraged

e. Dependent Variable: DV17,increase profiatbility

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that communication is ethical, managers explain everything to employees, communication is transparent and honest, and self expression is encouraged contribute to increase profitability.

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.292	1	8.292	17.349	.000[a]
	Residual	43.013	90	.478		
	Total	51.304	91			
2	Regression	13.128	2	6.564	15.303	.000[b]
	Residual	38.176	89	.429		
	Total	51.304	91			
3	Regression	15.221	3	5.074	12.374	.000[c]
	Residual	36.083	88	.410		
	Total	51.304	91			
4	Regression	17.155	4	4.289	10.926	.000[d]
	Residual	34.150	87	.393		
	Total	51.304	91			

a. Predictors: (Constant), IV13,communication is ethical

b. Predictors: (Constant), IV13,communication is ethical, IV16,managers explain everything to employees

c. Predictors: (Constant), IV13,communication is ethical, IV16,managers explain everything to employees, IV8,communication istransparent and honest

d. Predictors: (Constant), IV13,communication is ethical, IV16,managers explain everything to employees, IV8,communication istransparent and honest, IV11,self expressing is encouraged

e. Dependent Variable: DV17,increase profiatbility

By looking to the coefficient table below we see that the slopes of regression between the independent variables: communication is ethical, managers explain everything to employees, communication is transparent and honest, and the dependent variable increase profitability are (0.321), (0.326), (0.233) respectively and for the independent variable self expression is encouraged and the dependent variable increase in profitability is (-0.217) and it is negative.

Based on the t –value for independent variable #13 (3.065) , p-value (0.003), IV#16(3.749), p-value(0.000), and independent variable #8(2.524), p-value(0.013), and t-value for independent variable #11(-2.219) , p-value (0.029), we conclude that this relationship is statistically significant and has a positive linear relationship between communication is ethical, managers explain everything to employees, communication is transparent and honest, and the increase in profitability. As for the t- value for independent variable #11(-2.219), p-value (0.029), we conclude that this relationship is statistically significant and has a negative linear relationship between self expression is encouraged and the increase in profitability

By looking to the B column under unstandardized coefficient in the coefficient table below , we can represent the regression equation as: $Y= 0.321\ X_{IV\#13} +0.326\ X_{IV\#16} +0.233X_{IV\#8} - 0.217X_{IV\#11} +1.321$ where Y represent the increase in profitability.

From this equation we can conclude that for every unit increase in independent variable #13 increase in profitability will increase by 0.321 units holding all others constant. Also for every unit increase in independent variable #16 increase in profitability will increase by 0.326 units holding all others constant and for every unit increase in independent variable #8 increase in profitability will increase by 0.233 units holding all

others constant and for every unit increase in independent variable #11 increase in profitability will decrease by -0.217 units holding all others constant.

This shows that the respondents see " managers explanations to employees", "communication is ethical", and "communication is transparent and honest" contributing to enhance profitability, while the respondent see "self-expression" contributing to decrease profitability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.578	.369		6.976	.000					
	IV13,communication is ethical	.370	.089	.402	4.165	.000	.402	.402	.402	1.000	1.000
2	(Constant)	1.599	.456		3.510	.001					
	IV13,communication is ethical	.321	.085	.349	3.755	.000	.402	.370	.343	.971	1.030
	IV16,managers explain everything to employees	.296	.088	.312	3.358	.001	.371	.335	.307	.971	1.030
3	(Constant)	1.199	.479		2.503	.014					
	IV13,communication is ethical	.216	.096	.235	2.264	.026	.402	.235	.202	.742	1.347
	IV16,managers explain everything to employees	.280	.086	.295	3.242	.002	.371	.327	.290	.964	1.037
	IV8,communication istransparent and honest	.212	.094	.234	2.259	.026	.396	.234	.202	.747	1.339
4	(Constant)	1.357	.474		2.862	.005					
	IV13,communication is ethical	.321	.105	.348	3.065	.003	.402	.312	.268	.592	1.689
	IV16,managers explain everything to employees	.326	.087	.344	3.749	.000	.371	.373	.328	.909	1.100
	IV8,communication istransparent and honest	.233	.092	.257	2.524	.013	.396	.261	.221	.739	1.353
	IV11,self expressing is encouraged	-.217	.098	-.242	-2.219	.029	.146	-.231	-.194	.646	1.548

a. Dependent Variable: DV17,increase profiatbility

HYPOTHESIS# 3 with dependent variable # 18

- **Regression analysis for hypothesis #3 with dependent variable # 18(deliver better product and quality services)**

From the model summary table we can see that only independent variable #4(free open sharing of information), explains the variation in the dependent variable #18 (better products and services).

The table also shows us an R squared of 0.124, which means that 12.4% of the variance of better products and services (dependent variable #18) model is explained by the independent variable #4 free open sharing of information.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.352[a]	.124	.114	.783	.124	12.721	1	90	.001

a. Predictors: (Constant), IV4,free open sharing of information

b. Dependent Variable: DV18,better products and services

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.001). Therefore we reject the null and conclude that free open sharing of information contributes tobetter products and services.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.800	1	7.800	12.721	.001[a]
	Residual	55.189	90	.613		
	Total	62.989	91			

a. Predictors: (Constant), IV4,free open sharing of information

b. Dependent Variable: DV18,better products and services

By looking to the coefficient table below we see that the slope of regression between the independent variable: free open sharing of information and the dependent variable better products and services is (0.340) and it is positive.

Based on the t –value for independent variable #4 (3.567), p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between free open sharing of information and better products and services.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.340 $X_{IV\#4}$ + 2.657 where Y represent better products and services.

From this equation we can conclude that for every unit increase in independent variable #4 will increase better products and services by 0.340 units holding all others constant.

This shows that the respondents see “free open sharing of information” contributing to deliver better products and services.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.657	.382		6.950	.000					
	IV4,free open sharing of information	.340	.095	.352	3.567	.001	.352	.352	.352	1.000	1.000

a. Dependent Variable: DV18,better products and services

HYPOTHESIS# 3 with dependent variable # 19

- **Regression analysis for hypothesis #3 with dependent variable # 19(have high level of creativity).**

From the model summary table we can see that only independent variable #13(communication is ethical), explains the variation in the dependent variable #19 (high level of creativity).

The table also shows us an R squared of 0.091, which means that 9.1% of the variance of high level of creativity (dependent variable #19) model is explained by the independent variable #13 communication is ethical.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.301[a]	.091	.081	.907	.091	8.969	1	90	.004

a. Predictors: (Constant), IV13,communication is ethical

b. Dependent Variable: DV19,high level of creativity

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.004). Therefore we reject the null and conclude that communication is ethical contributes to high level of creativity.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.384	1	7.384	8.969	.004[a]
	Residual	74.094	90	.823		
	Total	81.478	91			

a. Predictors: (Constant), IV13,communication is ethical

b. Dependent Variable: DV19,high level of creativity

By looking to the coefficient table below we see that the slope of regression between the independent variable: communication is ethical, the dependent variable high level of creativity is (0.349), and it is positive.

Based on the t –value for independent variable #13 (2.995), p-value (0.004), we conclude that this relationship is statistically significant and has a positive linear relationship between communication is ethical and high level of creativity.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.349\ X_{IV\#13} + 2.271$ where Y represent high level of creativity.

From this equation we can conclude that for every unit increase in independent variable #13 will increase high level of creativity by 0.349 units holding all others constant.

This shows that the respondents see “ethical communication” contributing to high level of creativity.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.271	.485		4.684	.000					
	IV13,communication is ethical	.349	.117	.301	2.995	.004	.301	.301	.301	1.000	1.000

a. Dependent Variable: DV19,high level of creativity

HYPOTHESIS# 3 with dependent variable # 20

- **Regression analysis for hypothesis #3with dependent variable # 20(attract and retain talented employee).**

From the model summary table we can see that only independent variable #8(communication is transparent and honest) and independent variable #11(self expressing is encouraged) explain the variation in the dependent variable #20(attract and retain talented employee).

The table also show us an R squared of 0.249, which means that 24.9% of the variance of the attraction and retention of talented employees (dependent variable #20) model is explained by the independent variable #8 and independent variable #11.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.439[a]	.193	.184	.892	.193	21.494	1	90	.000
2	.499[b]	.249	.232	.865	.057	6.701	1	89	.011

a. Predictors: (Constant), IV11,self expressing is encouraged

b. Predictors: (Constant), IV11,self expressing is encouraged, IV8,communication istransparent and honest

c. Dependent Variable: DV20,attract and retain talented employee

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that communication is transparent and honest and self expressing is encouraged contribute to attract and retain talented employee.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.107	1	17.107	21.494	.000[a]
	Residual	71.632	90	.796		
	Total	88.739	91			
2	Regression	22.122	2	11.061	14.778	.000[b]
	Residual	66.617	89	.749		
	Total	88.739	91			

a. Predictors: (Constant), IV11,self expressing is encouraged

b. Predictors: (Constant), IV11,self expressing is encouraged, IV8,communication istransparent and honest

c. Dependent Variable: DV20,attract and retain talented employee

By looking to the coefficient table below we see that the slopes of regression between the independent variable: communications is transparent and honest, and self-expressing is encouraged and the dependent variable attraction and retention of talented employees are (0.304), and (0.409) respectively and both are positive.

Based on the t –value for independent variable #8(2.589), p-value (0.011), and t-value for independent variable #11(3.525), p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between communication is transparent and honest, self expressing is encouraged and the attraction and retention of talented employees .

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.304\ X_{IV\#8} +0.409X_{IV\#11} - 0.867$ where Y represents the attraction and retention of talented employees

From this equation we can conclude that for every unit increase in independent variable #8 the attraction and retention of talented employee will increase by 0.304 units holding all others constant and for every unit increase in independent variable #11 the attraction and retention of talented employee will increase by 0.409 units holding all others constant.

This shows that the respondents see “self expression”, and “the increase in transparent & honest communication” contributing to enhancement of the attraction & retention of talented employee.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.713	.452		3.793	.000					
	IV11,self expressing is encouraged	.518	.112	.439	4.636	.000	.439	.439	.439	1.000	1.000
2	(Constant)	.867	.546		1.587	.116					
	IV11,self expressing is encouraged	.409	.116	.347	3.525	.001	.439	.350	.324	.870	1.150
	IV8,communication istransparent and honest	.304	.117	.255	2.589	.011	.380	.265	.238	.870	1.150

a. Dependent Variable: DV20,attract and retain talented employee

HYPOTHESIS #3 with dependent variable #21

- **Regression analysis for hypothesis #3with dependent variable # 21(employee satisfaction).**

From the model summary table we can see that only independent variable #8(communication is transparent and honest) and independent variable #16(managers explain everything to employees) explain the variation in the dependent variable #22(employee satisfaction).

The table also show us an R squared of 0.313, which means that 31.3% of the variance of the employee satisfaction (dependent variable #21) model is explained by the independent variable #8 and independent variable #16.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.475[a]	.225	.217	.933	.225	26.170	1	90	.000
2	.560[b]	.313	.298	.883	.088	11.401	1	89	.001

a. Predictors: (Constant), IV8,communication istransparent and honest

b. Predictors: (Constant), IV8,communication istransparent and honest, IV16,managers explain everything to employees

c. Dependent Variable: DV21,employee satisfaction

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.001). Therefore we reject the null and conclude that communication is transparent and honest and managers explain everything to employees contribute to employee satisfaction.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.770	1	22.770	26.170	.000[a]
	Residual	78.307	90	.870		
	Total	101.076	91			
2	Regression	31.662	2	15.831	20.297	.000[b]
	Residual	69.415	89	.780		
	Total	101.076	91			

a. Predictors: (Constant), IV8,communication istransparent and honest

b. Predictors: (Constant), IV8,communication istransparent and honest, IV16, managers explain everything to employees

c. Dependent Variable: DV21,employee satisfaction

By looking to the coefficient table below we see that the slopes of regression between the independent variables: communications is transparent and honest, and managers explain everything to employees and the dependent variable employee satisfaction are (0.545), and (0.400) respectively and both are positive.

Based on the t –value for independent variable #8(4.818), p-value (0.000), and t-value for independent variable #16(3.377), p-value (0.001), we conclude that this relationship is statistically significant and has a positive linear relationship between

communication is transparent and honest, and managers explain everything to employees and the employee satisfaction.

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: $Y= 0.545 X_{IV\#8} +0.400X_{IV\#16} - 0.087$ where Y represents the employee satisfaction

From this equation we can conclude that for every unit increase in independent variable #8 employee satisafction will increase by 0.545 units holding all others constant and for every unit increase in independent variable #16 the employee satisfaction will increase by 0.400 units holding all others constant.

This shows that the respondents see “managers explanations to employees”, and, “increasing honest & transparent communication” contributing to employee satisfaction.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.261	.505		2.498	.014					
	IV8,communication istransparent and honest	.604	.118	.475	5.116	.000	.475	.475	.475	1.000	1.000
2	(Constant)	-.087	.623		-.140	.889					
	IV8,communication istransparent and honest	.545	.113	.428	4.818	.000	.475	.455	.423	.976	1.024
	IV16,managers explain everything to employees	.400	.118	.300	3.377	.001	.366	.337	.297	.976	1.024

a. Dependent Variable: DV21,employee satisfaction

HYPOTHESIS# 3 with dependent variable # 22

- **Regression analysis for hypothesis #3with dependent variable # 22(employee feel respected & involved).**

From the model summary table we can see that only independent variable #13(communication is ethical), independent variable #8(communication is transparent and

honest) and independent variable #11(self expression is encouraged) explain the variation in the dependent variable #22(employee feeling of respect & involvement).

The table also show us an R squared of 0.417, which means that 41.7% of the variance of the employee feeling of respect & involvement (dependent variable #22) model is explained by the independent variable #13, independent variable #8 and independent variable #11.

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.535[a]	.286	.278	.853	.286	36.096	1	90	.000
2	.608[b]	.370	.356	.806	.084	11.807	1	89	.001
3	.646[c]	.417	.397	.779	.047	7.102	1	88	.009

a. Predictors: (Constant), IV13,communication is ethical

b. Predictors: (Constant), IV13,communication is ethical, IV8,communication istransparent and honest

c. Predictors: (Constant), IV13,communication is ethical, IV8,communication istransparent and honest, IV11,self expressing is encouraged

d. Dependent Variable: DV22,employee feeling of respect&involvement

To assess the statistical significance of the regression model (the result) we look to the ANOVA table below . Our model reaches statistical significnace(sig=0.000). Therefore we reject the null and conclude that communication is ethical, communication is transparent and honest, and self expression is encouraged contribute toemployee feeling of respect & involvement.

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.245	1	26.245	36.096	.000[a]
	Residual	65.440	90	.727		
	Total	91.685	91			
2	Regression	33.910	2	16.955	26.119	.000[b]
	Residual	57.775	89	.649		
	Total	91.685	91			
3	Regression	38.224	3	12.741	20.973	.000[c]
	Residual	53.460	88	.608		
	Total	91.685	91			

a. Predictors: (Constant), IV13,communication is ethical

b. Predictors: (Constant), IV13,communication is ethical, IV8,communication istransparent and honest

c. Predictors: (Constant), IV13,communication is ethical, IV8,communication istransparent and honest, IV11,self expressing is encouraged

d. Dependent Variable: DV22,employee feeling of respect&involvement

By looking to the coefficient table below we see that the slopes of regression between the independent variables: communications is ethical, communication is transparent and honest, and self-expressing is encouraged and the dependent variable employee feeling of respect and involvement are (0.294), (0.368) and (0.314) respectively and all are positive.

Based on the t –value for independent variable #13 (2.260), p-value (0.026), and independent variable #8(3.211), p-value (0.002), and t- value for independent variable #11(2.665), p-value (0.009), we conclude that this relationship is statistically significant and has a positive linear relationship between communication is ethical, communication is transparent and honest, and self expression is encouraged and the employee feeling of respect and involvement

By looking to the B column under unstandardized coefficient in the coefficient table below, we can represent the regression equation as: Y= 0.294 $X_{IV\#13}$ +0.368 $X_{IV\#8}$ +0.314$X_{IV\#11}$ -0.105 where Y represent the employee feeling of respect and involvement

From this equation we can conclude that for every unit increase in independent variable #13 will increase by 0.294 units holding all others constant. And for every unit increase in independent variable #8 will increase by 0.368 units holding all others constant and for every unit increase in independent variable #11 the employee feeling of respect and involvement will increase by 0.314 units holding all others constant.

This shows that the respondents see “self expression”, “the increase in ethical communication” and “increase in transparent and honest communication” contributing to enhance employee feeling of respect and involvement.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.195	.456		2.622	.010					
	IV13,communication is ethical	.659	.110	.535	6.008	.000	.535	.535	.535	1.000	1.000
2	(Constant)	.334	.498		.671	.504					
	IV13,communication is ethical	.454	.120	.369	3.800	.000	.535	.374	.320	.752	1.330
	IV8,communication istransparent and honest	.404	.118	.333	3.436	.001	.517	.342	.289	.752	1.330
3	(Constant)	-.105	.509		-.206	.837					
	IV13,communication is ethical	.294	.130	.239	2.260	.026	.535	.234	.184	.592	1.689
	IV8,communication istransparent and honest	.368	.115	.304	3.211	.002	.517	.324	.261	.741	1.349
	IV11,self expressing is encouraged	.314	.118	.262	2.665	.009	.504	.273	.217	.685	1.459

a. Dependent Variable: DV22,employee feeling of respect&involvement

6.6 Summary of the findings

6.6.1 Summary of the independent samples t –test:

From the test we did to check the differential impact (if any) of the factors of communication on the organizational performance of the pharmaceutical companies we have concluded the following;

a. Testing for hypothesis IV: there is a difference between communication in large companies and communication in small/medium companies

The results show us that for the six dependent factors affected, i.e. increase in profitability, better products and services, high level of creativity, attraction and retention of talented employees, employee satisfaction, employees feeling of respect and involvement, there is no difference between the large pharmaceutical companies and small/medium pharmaceutical companies.

This is something I can confirm from my experience and observations in this field. I have found that the size does not matter in the application of the communication process in the company. It is rather the type which will be addressed in the hypothesis number V. Also I have found that it is important, and matters the most is how the process is applied; therefore I think that the respondents have answered accurately the questionnaire based on their experience in the company they belong to.

b. Testing for hypothesis V: there is a difference between communication in “brand “companies and communication in “generics” companies.

The results show us that for the dependent factor #1 (increase in profitability) there is no difference between “brand” and “generic” companies , this is true probably , for

a simple reason which is whether it is a “generic “ or a “brand “ company the employee isn’t affected by the direct profit the company achieves .

As for the five remaining dependent factors (better products and services, high level of creativity, attraction and retention of talented employees, employee satisfaction, employees feeling of respect and involvement), the difference is highly significant and shows an important differentiation in the communication process and its implications on the business performance between the “brand “and “generic” companies .

The “ brand “ companies, regardless of their size, understand the importance of good communication practices and their effects on the employee’s performance , feelings, behaviour , and reaction. Thus, we see that in the pharmaceutical companies the “brand” companies invest heavily in developing the communication process between their employees and their departments, while on the other hand most of the “generic” companies consider the communication as one of the approaches to success, not the most important ones, this is why we observe that most of the employees start with a “ generic” company and continue their career in a “brand” company , since they know the advantages and benefits they receive in belonging to a “brand “company from their self esteem and respect, to encouragement of creativity and retention of talent people.

6.6.2 Summary of the regression analysis.

From the regression analysis performed on all independent variables (IV) to check which ones affect the most the dependent variables (DV). We found that:

	Independent variable#	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Rsquare	sig.	BETA coefficient (res)
Dependent variable																				
Increase in profitability													X		X			38.4	YES	.410 & .287
better products& services					X						X							29	YES	.415 & .281
higher level of creativity											X							18.2	YES	0.488
attract & retain talented people			X		X						X							50.4	YES	.274 - .310 & .541
employee satisfaction			X			X					X				X			52	YES	.203 - .261 -.452 & .336
employee respect & involvement									X		X			X			X	53.8	YES	.243 - .508 - .269 & .194

a. The independent variables that mostly affect the dependent variable" increase in profitability" are: a motivational /technical feedback, and an existence of interdepartmental communication. When these two factors are present, profitability will increase significantly.

b. The independent variables that mostly affect the dependent variable "better products and services" are: a free open sharing of information, and the awareness about communication difficulties. When these two factors are present, better products and services will be delivered significantly.

c. The independent variable that mostly affects the dependent variable" high level of creativity" is awareness about communication difficulties. When this factor is present high level of creativity will increase significantly.

d. The independent variables that mostly affect the dependent variable "attraction and retention of talented employee" are: the existence of communication training programs,

free open sharing of information, and awareness about communication difficulties. When these three factors are present attraction and retention of talented employee will increase significantly.

e. The independent variables that mostly affect the dependent variable "employee satisfaction" are: the existence of communication training programs, overcoming threats of communication, awareness about communication difficulties, and the existence of interdepartmental communication. When these four factors are present employee satisfaction will increase significantly.

f. The independent variables that mostly affect the dependent variable" employee feeling of respect and involvement "are: awareness about communication difficulties, communication is ethical, communication is transparent and honest, and managers explain everything to employees. When these four factors are present employee feeling of respect and involvement increase significantly.

From the regression analysis performed on hypothesis #1: the company that embraces communication in its culture performs well (embracing communication as reflected by the following independent variables #1,2,5,6,9,10 and14) we can see that:

HYPO I	Independent variable#	1	2			5	6			9	10				14			Rsquare	sig.	BETA coefficient (res)
Dependent variable																				
Increase in profitability											X				X			28.5	YES	.192 & .379
better products& services											X				X			26.4	YES	.384 & .242
higher level of creativity											X							18.2	YES	0.488
attract & retain talented people			X							X	X							46.2	YES	.265 - .223 & .499
employee satisfaction			X			X					X				X			52	YES	.203 - .261 - .452 & .336
employee respect & involvement										X	X							47.6	YES	.337 & .634

a. The independent variables that mostly affect the dependent variable “increase in profitability” are: awareness about communication difficulties, and the existence of interdepartmental communication. When these two factors exist increase in profitability will increase significantly.
b. The independent variables that mostly affect the dependent variable “better products and services” are: awareness about communication difficulties, and the existence of interdepartmental communication. When these two factors exist better products and services are delivered.
c. The independent variable that mostly affects the dependent variable “high level of creativity” is: awareness about communication difficulties. When this factor exists high level of creativity will increase significantly.
d. The independent variables that mostly affect the dependent variable “attraction and retention of talented employee” are: the existence of communication programs, diversity and differences are encouraged, and awareness about communication difficulties. When these three factors exist, the attraction and retention of talented employee will increase significantly.
e. The independent variables that mostly affect the dependent variable “employee satisfaction” are: existence of communication training programs, overcoming threats of communication, awareness about communication difficulties, and existence of interdepartmental communication. When these four factors exist employee satisfaction will increase significantly.
f. The independent variables that mostly affect the dependent variable”employee feeling of respect and involvement” are: diversity and differences are encouraged,

and the awareness about communication difficulties. When these factors exist employee feeling of respect and involvement increase significantly.

From the regression analysis performed on hypothesis #2: the company where there is involvement of the employees in the communication system perform well (involvement being reflected by the following independent variables #7, 12 and15) we can see that:

HYPO II	Independent variable#	7	12	15	Rsquare	sig.	BETA coefficient (res)
Dependent variable							
Increase in profitability			X		29.6	YES	0.532
better products& services			X	X	21	YES	.324 & .252
higher level of creativity			X		10.3	YES	0.395
attract & retain talented people		X	X		29.1	YES	.362 & .486
employee satisfaction			X	X	28.3	YES	.546 & .301
employee respect & involvement		X	X		28.5	YES	.465 & .404

a. The independent variable that mostly affects the dependent variable “increase in profitability” is: feedback is motivational and technical. When this factor exists increase in profitability will be significantly.
b. The independent variables that mostly affect the dependent variable “better products and services are: feedback is motivational/technical, and practice of MBWA. When these two factors are present better products and services will be delivered significantly.

c. The independent variable that mostly affects the dependent variable “high level of creativity” is: feedback is motivational and technical. When this factor exists high level of creativity will increase significantly.

d. The independent variables that mostly affect the dependent variable “attraction and retention of talented employees” are: feedback is motivational/technical, and suggestions are encouraged. When these two factors exist, attraction and retention of talented employee will increase significantly.

e. The independent variables that mostly affect the dependent variable”employee satisfaction “are: feedback is motivational/technical, and practice of MBWA. When these two factors are present, employee satisfaction increase significantly.

f. The independent variables that mostly affect the dependent variable “employee feeling of respect and involvement” are: feedback is motivational/technical, and suggestions are encouraged. When these two factors are present, employee feeling of respect and involvement increase significantly.

From the regression analysis performed on hypothesis #3: the company that has good communication characteristics performs well(good communication characteristics being reflected by the following independent variables #3,4,8,11,,13, and16) we can see that:

HYPO III	Independent variable#				3	4				8			11		13			16	Rsquare	sig.	BETA coefficient (res)
Dependent variable																					
Increase in profitability										X			X		X			X	33.4	YES	.233 - (-.217) - .321 & .326
better products& services						X													12.4	YES	0.34
higher level of creativity															X				9.1	YES	0.349
attract & retain talented people										X			X						24.9	YES	.304 & .409
employee satisfaction										X								X	31.3	YES	.545 & .400
employee respect & involvement										X			X		X				41.7	YES	.368 - .314 & .294

a. The independent variables that mostly affect the dependent variable “increase in profitability” positively are: transparent and honest communication, ethical communication, and managers explain everything to employees. When these three factors are present, increase in profitability increase significantly. While the independent variable “encouragement of self expression” affect the increase in profitability negatively if present.

b. The independent variable that mostly affects the dependent variable “better products and services” is: free open sharing of information. When this factor is present better products and services is delivered significantly.

c. The independent variable that mostly affects the dependent variable “high level of creativity” is: communication is ethical. When this factor is present high level of creativity increase significantly.

d. The independent variables that mostly affect the dependent variable “attraction and retention of talented on employees” are: communication is transparent and honest, and self-expression is encouraged. When these two factors are present attraction and retention of talented employees increase significantly.

e. The independent variables that mostly affect the dependent variable “employee satisfaction” are: managers explain everything to employees, and communication is transparent and honest. When these two factors are present employee satisfaction increase significantly.

f. The independent variables that mostly affect the dependent variable “employee feeling of respect and involvement” are: communication is transparent and honest, communication is ethical, and self expression is encouraged. When these three factor are present, employee feeling of respect and involvement increase significantly.

CONCLUSION & RECOMMENDATIONS.

This study showed the positive impact of good communication systems in the performance of Lebanese pharmaceutical companies.

In particular, it showed us that in order for these companies to have:

1. Increase profitability.
2. Deliver better products and quality services.
3. Have high level of creativity.
4. Attract and retain talented people.
5. Have employees who are satisfied.
6. Have employees, who feel respected, involved.

They should be seriously considering doing the following:

a) Embrace communication in their culture.i.e.

- There is high priority in company culture on communication system.
- There are training programs that develop employees' communication skills.
- The individual overcomes threats to communication.
- You rarely hear your teams saying "what we have here is a failure to communicate".
- Diversity and differences are embraced.
- There is awareness about communication difficulties.
- Good communication exists between departments and/or divisions.

b) Involve their employees in their communication system .i.e.

- Employees are encouraged to provide suggestions.
- Feedback to employees is motivational and/or technical when needed.
- Management practices a “management by wondering around”.

c) Develop good communication characteristics .i.e.

- For everyone there is a free exchange of information.
- Communication is shared in a truly open manner.
- Transparency and honesty characterize the way we communicate.
- Expressing yourself in a free, positive and confident way is encouraged.
- The communication is ethical.
- Managers explain clearly and consistently to the employees the company structure, vision, financial results….

Based on my observation and understanding of these companies, I could add the following additional recommendation:

1. To develop good communication they should also increase the development of team building strategies.

LIMITATIONS.

Although I believe I achieved my purpose to shed light on the understanding of the relationship between communication and performance of the pharmaceutical ones in Lebanon, there are some limitations to my study.

1. Bring more understanding of the results by including in the analysis the categories of the respondents, e.g. well adjusted respondents or not; years of experience respondents had in current and previous companies; whether respondents were managers or employees.
2. I also should mention the fact that I used the respondents 'perceptions of communication practices in their companies to explain the impact of communication on the performance of companies. Quantitative measures of these practices could further explain the impact of these practices on company performance
3. Bring more understanding & generalization of results by comparing the pharmaceutical industry with other industries.

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APPENDIX #1

Communication and its impact on company performance

Questionnaire Exploring through a survey of

Lebanese Pharmaceuticals Companies.

Dear Participants,

As part of my fulfilment of the requirements of the MBA degree from Haigazian University, I am conducting a survey about the pharmaceuticals companies in Lebanon to explore their communication process and its impact on their company performance.

I would really appreciate and be grateful if you would take time to fill out the attached questionnaire.

Your frank responses will remains strictly confidential and the data from this survey will be reported in the thesis anonymously. To ensure anonymity, you are not required to disclose any personal information, identify yourself or your organization.

Your active participation will be an expression of your valuable sense of social responsibility that I definitely need.

The questionnaire consists of 22 statements which describe the communication process and its impact in your organization.

Please read through each of the following statements and fill in the check box that indicates your level of agreement with the implementation of these practices in YOUR ORGANIZATION according to the following scale: strongly disagree-disagree- neutral-agree- strongly agree.

For any clarification, please do not hesitate to contact me at:

03373119 or Kamel_issa1@hotmail.com

Thank you again for your valuable time and support,

Sincerely,

Kamel Issa.

Q#	**Please read through each of the following statements and fill in the check box that indicates your level of agreement with the implementationof below practices in YOUR ORAGNIZATION:**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is high priority in company culture on communication systems. التواصل بين الافراد يشكل الأولوية في ثقافة شركتكم	□	□	□	□	□
2	There are training programs that develop employees' communication skills. لديكم برامج تدريب تعمل على تطوير مهارات التواصل بين الافراد	□	□	□	□	□
3	For everyone there is free exchange of information done through formal (direct) or informal (indirect) communication channels. لدي الجميع حرية) تبادل المعلوما ت وتلقيها من خلال قنوات التواصل الرسمية (المباشرة) او غير الرسمية (غير مباشرة	□	□	□	□	□
4	Communication is shared in a truly open (franc) manner, whether it is good (positive) or bad (negative). التواصل يتم بطريقة حرة و منفتحة سواء كانت المعلومات إيجابية او سلبية	□	□	□	□	□
5	The individual overcomes threats to communication such as: blames, punishment, fear of being fired...) because understands "failure "or "success" is related to the task, not to the individual. يتغلب الفرد على ما يهدد التواصل مثل اللوم والعقاب والخوف من الطرد لأنه يعي جيداً أن الفشل أو النجاح مرتبط بالمهمة وليس بالفرد.	□	□	□	□	□
6	you rarely hear your teams saying "what we have here is a failure to communicate". نادرا ما تسمع فريق عملك يقول: ما لدينا هو فشل بسبب سوء التواصل	□	□	□	□	□
7	Employees are encouraged to provide suggestions. يتم تشجيع الموظفين على تقديم الاقتراحات	□	□	□	□	□
8	Transparency and honesty characterise the way you communicate. الصدق و الشفافية هما سمات اسلوب تواصلك	□	□	□	□	□
9	Diversity and differences are embraced. يتم تقبل الاختلاف والتنوع	□	□	□	□	□
10	There is awareness about communication difficulties such as: difference in perception, jumping to conclusion, stereotyping, lack of knowledge, lack of interest..., and there are good strategies to solve them. ثمة وعي حول مشاكل التواصل مثل الفوارق في التصور والتسرع في الاستنتاج والتنميط، والنقص في المعرفة والنقص في الاهتمام...، وتبرز استراتيجيات ترد على هذه المشاكل وتحلها.	□	□	□	□	□
11	Expressing yourself in a free, positive and confident way is encouraged. يتم التشجيع على التعبير عن نفسك بطريقة حرة وايجابية وثقة	□	□	□	□	□

Q#	Please read through each of the following statements and fill in the check box that indicates your level of agreement with the implementationof below practices in YOUR ORAGNIZATION:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12	Feedback to employees (whether formally or informally) is motivational (when encouragement is needed) and is technical (when showing what to do is needed). (إن تقديم المعلومات المسترجعة للموظفين (سواء بشكل رسمي او غير رسمي) يشكل عاملاً محفزاً (حيث يلزم التشجيع) وتقنياً (عندما تبرز الحاجة لإظهار ما يفترض القيام به	□	□	□	□	□
13	The communication is ethical, this means telling the truth in an objective, and clear way, and giving credit. التوا صل اخلاقي وهذا يعني قول الحقيقة بموضوعية ووضوح واعطاء صاحب الحق حقه	□	□	□	□	□
14	Good communication exists between departments and/ or divisions. التواصل الجيد موجود بين الاقسام و الفروع	□	□	□	□	□
15	management practices a" management by wondering around "(mingling with employees and speaking with them directly)to know how /what the employees think, feel, need, desire. تعمد الادارة إلى استخدام سياسة التجوال بين الأقسام أو الاختلاط مع الموظفين لتفهم ذهنية الموظفين ومشاعرهم ورغباتهم واحتياجاتهم وأمنياتهم.	□	□	□	□	□
16	Managers explain clearly and consistently to the employees the company structure, vision, financial results; future plans, guiding principles. تشرح الادارة للموظفين بشكل واضح وبناء هيكلية الشركة ورؤياها ونتائجها المالية وخططها المستقبلية ومبادئها التوجيهية	□	□	□	□	□
Q#	Please read through each of the following statements and fill in the check box that indicates your level of agreement with the implementationof below practices in your organization , IN YOUR PERCEPTION, your effective communication has led YOUR COMPANY TO:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17	Increase profitability (i.e. productivity, cost reduction...). زيادة الربحية(الانتاجية وخفض الكلفة...)	□	□	□	□	□
18	Deliver better products and quality services. تقديم منتجات وخدمات افضل	□	□	□	□	□
19	Have high level creativity. التمتع بدرجة عالية من الابداع	□	□	□	□	□
20	Attract and retain talented people. جذب الموظفين الموهوبين والمحافظة عليهم	□	□	□	□	□
21	Have employees who are satisfied. إحساس الموظفين بالرضا	□	□	□	□	□
22	Have employees who feel respected, involved (show loyalty, low absenteeism) because information about the company regarding status, plan, performance, come to the employees first from their supervisor or manager. إحساس الموظفين بالاحترام وبالانتماء (يظهرون الوفاء ونسبة متدنية من الغياب) لان المعلومات عن حالة الشركة وخططها وادائها تصل إلى الموظفين اولا عبر مرؤوسيهم او مدرائهم	□	□	□	□	□
	Please specify your position in the organization.....	thanks for your paticipation.				