An Exploratory Study for Analysis of Employee Voice as Upward Communication

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ABSTRACT

Aim of the Study: The issue of upward communication within organizations focused for this research which is an elementary concern for the best practices in the field of organizational management. Tendency created regarding openness for the exploration of solve able outputs to organizational issues is pivotal to organizational enhancement and this avenue is focus of many leading studies of management as a dominant context. Current research has studied the upward communication trends of a selected organization.

Methodology: Upward communication was searched with self-administered structured questionnaires. Study was based on quantitative research method and data was collected from (n=30) employees of Fatima Jinnah Women University (FJWU) Rawalpindi. The applied data collection tool probed how upward communication was trending in selected organization. The obtained output data was tabulated using SPSS sheets; interpretive analysis was done as a final stage.

Findings: Results indicated that for the selected organization upward communication was molded by processes such as the perceived physical and psychological distance of the superior from the subordinate, the power dynamics of the organization, and. management styles.

Conclusion: Finally, the contributions of upward communication as providing forum for discussion, giving due value to employ, an accessible boss, maintaining environment of mutual trust and provision of feedback were extracted as the some noteworthy features within the selected organization. Hence, existence of employ voice against employ silence was assessed as most significant stimuli of upward communication.

Keywords: Upward Communication, Employee Voice, Organizational Behavior.

1. INTRODUCTION

Communication has always been considered as a binding force mediating various organizational channels (Huang & Li, 2024; Kiura & Leach, 2024; Arora, 2000). Workplace are transforming gradually. The previous methods of bureaucratic control in the organizations are fading away and newer landscapes of management systems are paving in with lesser control orientation. The old ways of manager being the

control at the top of the pyramid, issuing orders to all below him are changing,; today it is more likely that the team that is composed thoughtfully sits astride the pyramid and disseminate the requisite information to the manager; this entire means a re-think on the previously prevailing traditional nature of the organizational communication (Drafke, 2008). It was once the prevalent stream of communication; from the top downwards, but contrary to it the current scenario of new information age desires a trend of organizational communication which is oriented to be multi-directional and much more purposeful than it was in the past. The requisite of the new communication model desires it to go anywhere and essentially towards it is needed. This newer mode of healthier communication can be up or down, horizontally across, and even diagonally (Goel et al., 2024; McKee, 2024; Acker, 1992). It doesn't make the communication any less significant just because its primary orientation may have changed from top-down to bottom-up. In 1997, Druckman, Singer, and Cott, argued that it is difficult to overstate the value of open, honest communication between management and staff as well as between staff and management. Effective communication is crucial for boosting staff morale and productivity as well as ensuring that management utilizes employee input. (Barry, Tom, and Michael, 2007) Rumors and false information will proliferate in areas where downward communication is inadequate. Employee complaints will persist in areas with inadequate upward communication, lowering morale and productivity and making workers more susceptible to union organizing (Druckman, Cott, & Singer, 1997). The term "employee voice" describes how workers participate in shaping business decisions. In order to reduce conflict, enhance communication, and promote staff retention through fair treatment and motivation, employees are given a voice through both formal and informal channels (Stone, 2005). A type of incentive and empowerment that boosts retention and productivity is employee engagement.

One interpersonal process that is extremely important to the traditional organizational structure is upward communication. Every organization that values upward communications uses the participative approach, which is non-directive in character. (Barry, Tom, and Michael, 2007)Therefore, workers are not hesitant to disclose any negative information to their bosses. Any written or spoken exchange between a subordinate and their immediate supervisor in an organizational context is referred to as upward communication. Upward communication, which refers to communication from subordinates to superiors, serves the primary function of providing feedback on various aspects of organizational functioning. It also fosters improved working relationships within an organization by providing opportunities for subordinate staff members to express their opinions and ideas to their supervisors. It makes it easier for workers to participate in decision-making. Many firms have implemented specific strategies that increase the effectiveness of upward communications.

1.1 Statement of the Problem

Current research is focused to analyze the existing tendency of upward communication in Fatima Jinnah Women University. The study also aims to gauge the extent of the existing impact of the trend of the upward communication towards overall situation of the selected organization including the way employees manage themselves, the practice of teamwork, level of motivation and the existing structure of the selected organization. Findings of this research have shown a specific trend that may serve to further guide and to further suggest some implications.

1.2 Objectives of the Study

Following is a set of objectives suggested broadly for this study:

- Explore the current mode of upward communication in the selected organization.

- Identification of the significant factors that may influence the upward communication within the selected organization.

- Exploring the trends of reception of feedback, existence of mutual trust, value given to the employees' point of view, boss to be approachable, and an effective forum for discussion.

- Identification of the impact of current mode of upward communication in selected organization on the overall organizational culture (including management of self, organizational structure, teamwork practice and motivation of the employees of FJWU).

1.3 Benefits of Upward Communication to Organizations

The fundamental aspect of the human condition is communication Acker (1992). "Nothing happens in an organization without communication," goes the saying in the business world Arora (2000). Additionally, "People remember and are greatly influenced by how others relate to them." good management is based on good communication. (Acker, 1992)Organizational practice is significantly impacted by the study of organizational communication, including upward communication. Surveys have shown how effective communication techniques affect an organization's success (Drafke, 2008).

1.4 Significance of the Study

It is said that communication is an organization's lifeblood. Communication between lower and higher ranking personnel is essential in every organization. The degree to which reliable information is conveyed during interactions between superiors and subordinates affects employee performance as well as organizational decision-making. It is simple to uncover examples of issues with information exchange in upward transmission. It is more challenging to identify the causes of inadequate information transfer upward than just pointing out their existence. Enough study has been done on upward communication in organizational hierarchies to imply that there are several characteristics that are consistently linked to this communication style. The goal of this study was to investigate the variables that could affect the suggested organization's upward communication behavior.

2. REVIEW OF RELATED LITERATURE

Hunt and Dennis Tourish's (2000) study delves closely into a few key concerns with organizational communication processes. The main areas of study were the communication experiences and skill requirements of education managers who deal with interpersonal communication, the context of communication events, key patterns of communication incidents that occur in the workplace, and problem-solving abilities. Along with determining the existing communication climate in school management, the study also investigated respondents' opinions about workplace communication procedures. The data collected through questionnaires showed meetings being the most frequently (63%) used setting for communication. The communication flow was in all directions, 37% reported downward, 29% upward and 19% a mix flow from all directions. Individuals in the most senior position in their organizations noticeably reported only downward communication which shows a lack of attention given by the boss to the upward communication. The process of resolution was slow in larger groups. Difficulty in communication was majorly due to ignorance of the full facts about the issue. 48% reported the full resolution of the issue and the rest were only partially resolved. Staff meetings as well as communication in an upward direction was reported as strength and was featured most often (63%) but was regarded as unsatisfactory. Majority of the management communicated through hierarchical style. The most common weakness reported was the absence of forum of expression and lack of time. The study however analyzed and gave the conclusion that even the educational institutes are coming out of the traditional ways of one way communication and are focusing and realizing the importance of communication in all directions especially upward communication. Data has been collected with a conscious effort to know how much importance is given to the employee voice and contribution. Meetings declared as a priority forum shows that employee contribution from all levels is sought in the organization researched and is given importance in the communication process of an organization. All of the results combined confirmed that a conscious effort has been in a focus by the organizations to have the communication process in all directions. Only then will it be possible to have a point of view from every level for which this study has declared meetings especially one to one meeting as the most impactful forum. People at most senior positions however still don't give the due importance to this issue.

Like the previous research article, this article by Bill Quirke (1996), also addresses specific aspects of internal communication related to management. The focus of the investigation was on the choice of right type of internal upward communication to bring change within the organization and to link the internal upward communication to the business strategy. Research to investigate the issue was conducted in 4 firms of different types. Some common attitudes of communication at different levels in organizations were mentioned. The results of the study supported that strong upward communication is a means to an end, and that this end may help managers improve business processes, and the performance of people in those processes. As found in the previous research, the combined results confirm that most of the top managers showed lack of interest in this regard. Again similar to previous research, it was strongly stated that the demands of present time has shifted the context in which communication used to happen. The same study would have produced more strong and unbiased results provided it would have been longitudinal, and more organizations which would have been grouped in similar work activities were studied, over a longer period of time, and then the cross sectional results of each were compared. Comparable again with the previous research, effective communication strategies only work if the senior management of organizations were committed to do so. Quirk strongly suggests the role of employee voice to get feedback about the organization's current policies, infra structure and channels. This feedback plays an important role while plans for new changes are in progress.

Unlike previous two researches which talked about formal communication, the article by Kester, et al. (2008) focuses on the effects of informal communication channels on workers' reaction to management policies as they have always threatened the accomplishment of organizational goals. The study hypothesized that informal channels, ethnic affinities, thematic importance and workers' reaction to management policies would not significantly influence the accomplishment of organizational goals. The four null hypotheses were rejected at level of significance= 0.05.

Overall results confirmed the impinging effect and role of informal communication on the managements' function of policy making. The previous study also focuses on the importance of feedback for new changes in the organizations although through the formal channels. The results also revealed that 96% of the respondents agreed that only thematically important issues were spread through the rumors and the grapevine. The author concludes that the informal communication channels are effective in influencing the organizational policies as well as keeping the workers informed. Effective communication is the answer for curiosity of information in any organization. Every organization provides formal channels for this purpose and information circulates around through these channels. There are however some other ways and means of communicating as well. They are called informal ways of communication and are always seen in every organization. Informal channels only get more activated when formal channels are not very effective, and employees do not get chance to express their feelings and when sufficient information is not given to them so as to satisfy their curiosity. As mentioned in the study by Hunt & Dennis Tourish, communication flows in all directions. This study proves it further that regardless of channels information flows in every direction. Subordinates want to give their share in organization's policies and for that they need a forum either in the form of meetings or in the form of rumors. Author's believe that even the formal communication channels must be dealt in a little informal way so as to make the communication smoother supports the study to be conducted as this will make the boss approachable, an overall environment of trust will be there, employee's point of view will be valued and boss will take every kind of feedback either critical or appraisal. The author believes in a need for regular seminars, workshops and conferences by the communication experts to train and improve the managerial and non-managerial staff. This will again provide not only training but also an opportunity for discussion and interaction between employees and management which itself will be helpful in smoothing the communication process. In harmony with the previous two studies, this study also suggests that bifocal and bilateral communication must be promoted in the organizations which will engender some mutual trust between the boss and the employees.

The necessity of good internal communication system is the focus of the next research article added in the review written by Željko et al., (2006). Organizational communication process was considered most important in achieving specific objectives of the organizations to meet the better business success, and to gain comparative advantage over the competitors. Communication between different hierarchic levels was of crucial importance. The research involved employees of four organizations and 146 respondents were asked through the questionnaire. It was concluded that employees' loyalty towards their parent organizations is achievable only through individual growth, job satisfaction and motivation of the employees. Writer, in a very composed way, has discussed all types of communication directions. The findings of this research article gives the direction that in today's dynamic world organizations can have a strong edge over their competitors if they focus and facilitate the system of upward communication within their organizations. In harmony with the previous researches this study also has emphasized the greater need for appreciation of upward communication as an important factor of creating an open forum of discussion within organization due to the growing changes in organizations, the function of communication to connect the employees of that organization in order to reach mutual goals and the need of higher levels to recognize effectiveness of being approachable to their subordinates to remove any element of dissatisfaction. So far all studies reviewed have clearly paid attention to the need of higher levels in organization to recognize the responsibility of giving importance and facilitating the process of upward communication.

Unlike the previous studies reviewed, this study by Tourish & Robson (2003) looks at upward feedback generally and particularly as critical or positive. Three major questions asked were, how much information sent upwards by different levels? Do seniors believe in upward communication and how much they facilitate or obstruct upward feedback? How senior management reacts on the gap between ideal and actual practice of getting information. This study attempted to gather information on upward communication from both, boss and the subordinate simultaneously so as to get a clearer picture where actually the problem lies in the flow of information when it comes to organizations. Multiple methods of data collection for that purpose were utilized including interviews, focus groups and questionnaires. Interviews and focus groups were content analyzed. Findings showed that information sent and needed to be sent was weak, as everyone was not getting an equal chance to communicate what they wanted. Focus groups and interviews showed rare positive comments about the present situation and had the view that CEO is the one to focus more on this issue again a similarity with the previous studies that boss at the highest level least considers the importance of upward communication. All SMT (senior management team) members showed concern for upward communication and were convinced that people in their organization feel free to contact their seniors. They had less confidence in their GMs, a declaration not supported by the rest of the staff however, who labeled their senior management as control freaks. A huge gap between the management and the employees was another prominent finding. Concerns of the employees when submitted to SMT showing the major areas of concern, improvement and recommendations, they totally refused to accept any problem with internal communication and doubted the validity of the results. Eventually it was decided to suppress the report and no further action was suggested on it. This study is an obvious example how communication in any organization plays a vital role in strengthening the overall environment as well as building strong bonds among different hierarchal levels. Upward communication is, no doubt, a key concern for the staff but for a healthier environment inside an organization, need is to make it realize its importance to the management as well and all studies reviewed so far are strongly convinced on this aspect. This study no doubt is a daring effort in bringing into lime light how management totally refuses to take any responsibility when it comes to the complaints and reservations by the staff and even by the managers at different levels. But ethically this should have been conveyed to the staff and management what this study was actually about as the research questions focused on upward communication in general but the way questions were asked actually got a focus on critical upward feedback. Like previous researches, focus is given to confidence and trust but this study proved a lack of it prevailing on all levels. A suggestion given by the author is of openness to improve organizational learning similar as the suggestion of formal meetings to be made less formal by Kester et

al., (2008). The study emphasizes that solution to problems that are multi causal in nature involves creative input from different disciplines, departments and from people of different managerial ranks.

This study by Rodney Gray (2005) probes deeply the basic concept of upward communication. The author, like Tourish & Robson analyzes the perceptions of employees about upward communication and expected outcomes of it. Like previous researches, the focus is on the role leadership can play in maintaining satisfactory internal communication within an organization. Rodney Gray in this research, however, has stressed that communication needs of all levels are fulfilled when the charter, vision, mission, objectives and goals of the organization are well comprehended by all the employees at all levels. Improvements in the communication process with clear objectives focuses on mutual trust also discussed in the previous studies discussed. Roger D Aprix's model was included in the study to support the concept of employee voice and importance of listening to their views in meeting the broader objectives of the organization, a concept in a harmony with the concept of achieving specific objectives of the organizations to meet the better business success, and to gain comparative advantage over the competitors. By Željko et al., (2006) The study was conducted in Australia in a number of Body Shop stores, some treated as experimental and some stores were kept as control followed by a comparison and impact of communication system on employees was studied. It was found that only 40 % of the employees were satisfied with the upward communication process, 40% showed satisfaction in consultation and involvement, only 36% were found to be satisfied with the change in communication process and even lesser were found to be satisfied with cross functional communication. Unlike the last study reviewed, this study showed a positive, 71% satisfaction with the feedback and job information and 61% were satisfied with their immediate supervisors. A persistent issue observed in all reviewed literature is continuity in this study as well and that is management giving no importance to real essence of communication. , thus leading to a poor understanding and ultimately execution of company's objectives. Mostly supervisors were only interested in downward communication. Present study strongly recommends that a clear communication strategy should be made and reassessed providing directions for inclusion of employee voice.

All the researches reviewed for this research have strongly recommended change in the attitude of supervisors with reference to their subordinates. The communication process should be such that provide equal opportunities to all employees to get to their supervisors easily.

Upward communication also provides opportunities for the employee to come up with their personal input regarding company policies. This input is and can be of great value to the higher levels while future plans and modifications are in the pipeline. The study by Kester, K.O, Adegbite, M and Bankole, A.R. strongly recommends that informal channels only get activated when employees do not get chance of conveying their point of view to the upper level through formal channels. He also focuses on how important it is for the management to listen to the critical feedback of their employees. The study by Tourish & Robson (2003), however pointed out the negative side of the picture that upward communication, specifically the critical one is not at all accepted or even listened by the upper level and the management is not at all ready to accept that their subordinates do not like them the way they are. Hunt & Dennis Tourish (2000) through their study have concluded that forum for discussions are highlighted even by the management believing that input by the employees make them feel their opinions worthy.

The present study is planned with a focus to observe and analyze the trends of upward communication in an educational organization. The studies reviewed have given a picture of attitudes of subordinates and management on the issue of communication in their relevant organizations. This study will try to assess the mode of employee voice in the organization and the perceptions of employees about their immediate boss.

3. METHODOLOGY

Current research is conducted as a survey study, it is an effort to get an in depth knowledge of the how selected parameter of the upward communication streams in the selected organization. All the relevant data was collected and it was systematically analyzed to reach to a conclusion about the magnitude of various factors contributing to main objectives of the study and how this issue correlates to the rest of organizational concepts within the selected organization.

3.1 Population, Sample and Technique

The subordinate staff of different levels in hierarchy of selected organization was the population of the study. Sample size of the study consisted on 30 participants were requested to fill the questionnaire. Participants were selected randomly from different departments, their consent were sought and they be assured of the confidentiality of their input.

3.2 The Selected Organization

The research team chose Fatima Jinnah Women University in Rawalpindi, Pakistan, because they have a comfortable level of access to the existing staff members of this institution.

3.3 Snapshot of the Organization

Fatima Jinnah Women University bears the name of "Madr-e-Millat" in honor of his services to the cause of women's liberation. It is located in a former presidential building, and it is thanks to this university that Pakistan's legacy has been exquisitely connected to women's education for the coming millennium. The building's architecture is magnificent. In its current form, it represents the country's dedication to women's education.

Pakistani women can find academic inspiration for their further education and research at Fatima Jinnah Women University. Students travel from all across the nation, including Sind, Southern Punjab, and Baluchistan. It is a center of higher education that aims to instill in Pakistani women a culture of research at every level of education. With a strong emphasis on teaching and conducting research, it has been helping Pakistani women since December 1998 and will keep doing so. The university works to provide an environment where all students can reach their full potential—academically, morally, physically, professionally, and spiritually.

In a variety of ways, women who work at the university have made history. Women manage higher education at the first Women's University and provide courses that raise students' training to an international standard. Women's organizations from around the globe have been in contact to create cooperative exchange programs. (FJWU, 2010)

3.4 Data Collection

Survey through self-administered was designed so that the questions were grouped into five categories according to different aspects of communication being observed.

3.5 Categories of Employee Voice Studied

Communication is, and has always been the glue that binds an organization together. This study has focused on the bottom up communication instead of the predominant direction of top-down and the results are not any less important.

3.5.1 Forum for Discussion

The employees are free to put forward their work related observations and problems and discuss them with their immediate superiors. An opportunity where arguments from both parties are heard and concrete decision can be taken in less span of time which is beneficial for the entire organization.

3.5.2 Mutual Trust

Mutual trust among coworkers is crucial, even if everyone in an organization is following a successful process. Mutual trust, however, will enable cooperative work to move forward toward organizational (as opposed to individualistic, locally optimized) goals throughout periods of transition or breakdown. People can develop a more comprehensive and intricate model of others through communication, which serves as a foundation for behavioral prediction in new circumstances that call for coordinated but unplanned response. Thomas (1999)

3.5.3 Feedback / Suggestive Appraisal

Employees can address their behavioral and work-related problems with the help of feedback. Feedback is also crucial since it can quickly identify problems with the organization's work load and culture. Since this type of feedback is highly discreet, it is easy to highlight the main problems. These offer insightful data and commentary about the company, creating several chances for improvement.

3.5.4 Approachable Boss

This feature allows an employee to approach their immediate supervisor and bring up the issue. Employees can quickly file grievances, ask for explanations on policies, and voice any injustices they have experienced within the company. This part takes less time, and the problems are resolved while upholding the organization's etiquette.

3.5.5 Employee Contribution being valued

It explains on the part of employee's positive response when it comes to sharing their ideas for future plans, the feedback of previous decisions made, the opportunity to facilitate the communication process, conduct of staff meetings for getting input and suggested solution for problems.
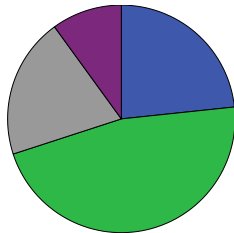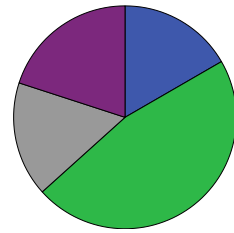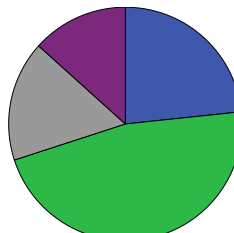
3.6 Data Analysis

The data collected was saved in SPSS spread sheet and statistical analysis was run to obtain the frequencies and percentages of the responses. Results of the data are also presented graphically through pie charts, generated by SPSS.

4. ANALYSIS AND FINDINGS

Table 1: *CATEGORY 1(FORUM FOR DISCUSSION)*

| Sr.	Questions	SA	A	D	SD	
1	You get all required information about your work well ahead of time.	5 **16%**	15 **50%**	8 **27%**	2 **7%**	
2	You ask about the complicated details of tasks.	11 **36%**	10 **33%**	9 **31%**	0 **0%**	
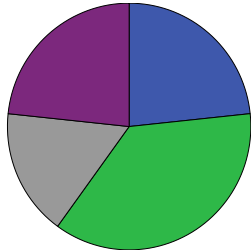
3	You discuss the basic objectives of the tasks you perform.	7 **23%**	14 **47%**	6 **20%**	3 **10%**	
4	You get a chance to discuss if you find some alternative way to complete a task.	5 **16%**	14 **47%**	5 **16%**	6 **21%**	
5	You get opportunity for regular formal and informal contact with your boss	7 **23%**	14 **47%**	5 **16%**	4 **14%**	

4.1 Analysis Category 1

The general trend for provided forum for discussion seems positive in FJWU. The five questions asked in this context focused on getting information about how employees are informed about their work, the complicated details and the basic objectives of the tasks, a chance of discussing alternative ways of completing tasks and opportunity for contacting the boss. The average %age shows almost **65%** employees believe they get a forum be it formal or informal, for discussing important details with their immediate boss related to their job as well as any new task that may have been assigned to them or any new idea that comes to their mind. The rest showed a negative response but even less out of them showed strong disagreement. 93% showed concern for departmental issues and thought them to be most important to discuss them with their immediate boss.

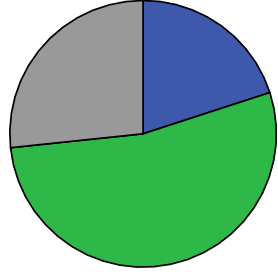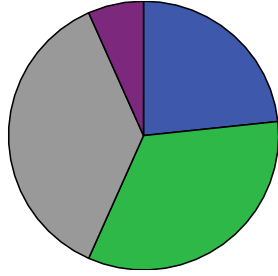**Table 2:** *CATEGORY 2 (EMPLOYEE CONTRIBUTION BEING VALUED)*
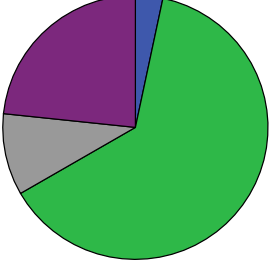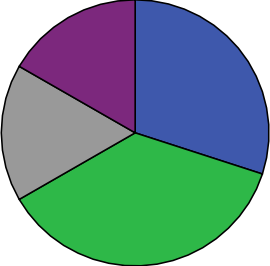
Sr.	Questions	SA	A	D	SD	
6	You get chance to share your ideas when future plans are under consideration.	7 **23%**	11 **38%**	5 **16%**	7 **23%**	

7	You are asked about the feedback of previous decisions made	3 **10%**	14 **47%**	8 **27%**	5 **16%**	
8	You participate in the decision making process of the department	1 **3%**	13 **43%**	12 **40%**	4 **14%**	
9	You get opportunity to facilitate the communication process.	5 **16%**	15 **50%**	7 **24%**	3 **10%**	
10	Staff meetings to get input from every level are conducted	10 **33%**	10 **33%**	4 **14%**	6 **20%**	
11	Your judgment for solving problems is heard.	2 **7%**	14 **47%**	9 **30%**	5 **16%**	
12	Your new ideas are put to practice	3 **10%**	10 **33%**	10 **33%**	7 **24%**	

4.2 Analysis Category 2

A mixed trend is observed from the faculty and staff of FJWU in response to their experiences regarding their contributions being valued or not in their department. Inclination is more towards positive response when it comes to sharing their ideas for future plans, the feedback of previous decisions made, the opportunity to facilitate the communication process, conduct of staff meetings for getting input and suggested solution for problems. An average of 58% gave positive response for the above aspects in comparison to the rest of negative responses. Interesting however, was to know that exactly equal number of strong responses i.e.23% were given for getting chance for sharing ideas and almost 20 % strongly disagreed regarding the conduct of meetings for having their input. Two aspects however, had more inclination towards negative response. Participation in the decision making process of the department and practicing new ideas of the employees gained almost 55% negative responses.

Table 3: *CATEGORY 3(APPROACHABLE BOSS)*

Sr.	Questions	SA	A	D	SD	
13	You communicate freely to your boss regardless of age and position	6 **20%**	16 **53%**	8 **27%**	0 **0%**	
14	With regard to any change, the plans/directions/decisions are open for discussion.	7 **24%**	10 **33%**	11 **38%**	2 **5%**	
15	Suggestions from lower level are welcomed	1 **3%**	19 **63%**	3 **10%**	7 **24%**	
16	Team work is practiced	9 **30%**	11 **38%**	5 **16%**	5 **16%**	

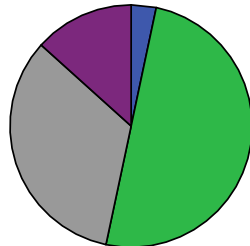|		SA	A	D	SD	
17	Open door policy for one to one meeting is observed	10 33%	12 40%	7 23%	1 4%	

4.3 Analysis Category 3

The trend for the boss being approachable is quite healthy in FJWU. %age of all aspects conveys positive response. Openness for discussion with regard to any change, suggestions from lower level and practice of team work shows an average of 63% agreed consent. Whereas open communication with the immediate boss regardless of age and position and open door policy for one to one meeting shows a positive inclination of 73%. As for the mediums available to the employees for approaching their boss, 90% had the view that the boss can be approached through all available mediums namely one to one meeting, department meeting, telephone, e-mail and text message.

Table 4: *CATEGORY 4 (MUTUAL TRUST)*

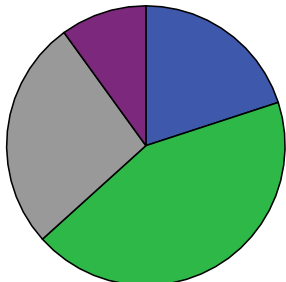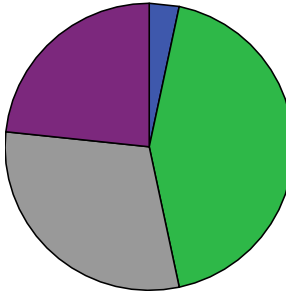|	Questions	SA	A	D	SD	
18	You think your point of view is heard and given importance	5 16%	15 50%	6 20%	4 14%	
19	You prefer to discuss your ideas with your boss.	15 50%	8 27%	5 16%	2 7%	
20	You feel influence of your boss on your opinions	9 30%	14 47%	5 16%	2 7%	

21	Management recognizes the difference of opinion of different employee levels	4 **14%**	15 **50%**	6 **20%**	5 **16%**
22	You feel secure due to flexibility in communication	9 **30%**	12 **40%**	6 **20%**	3 **10%**
23	There exist a mutual trust between management and employees	4 **13%**	15 **50%**	8 **27%**	3 **10%**
24	Only your boss acts as spokes person of group	10 **33%**	9 **30%**	8 **27%**	3 **10%**
25	You think no change is possible in what should be done and how it should be done	1 **3%**	8 **27%**	13 **43%**	8 **27%**
26	Formalized rules and regulations are followed in your organizations	1 **3%**	18 **60%**	9 **30%**	2 **7%**
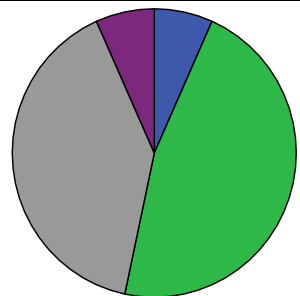
27					
	You are satisfied with the present system of communication in your organization	1 **3%**	15 **50%**	10 **33%**	4 **14%**

4.4 Analysis Category 4

For the observation of mutual trust between employees and management of FJWU, 10 questions were asked covering different aspects to get a clearer picture of the situation. 72% think that their point of view is heard and given importance for which reason they prefer to discuss their ideas with their boss. But at the same time almost 77 % employees feel influence of their boss on their opinions. On average 65% employees have the opinion that management recognizes the difference of opinion at different levels and there exists a mutual trust between management and employees and for this very reason they feel secure and find their communication flexible. 66% think that only their boss acts as spokes person during some formal communication setting. 70% employees disagree with the notion that no change is possible in what should be done and how it should be done. Almost 58% seems satisfied with the present system of communication in their organization and think that formalized rules and regulations are followed in their organizations. An average 65% mutual trust can be declared among management and employees in FJWU.

Table 5: *CATEGORY 5 (Feedback, suggestive, appraisal and critical)*

Sr.	Questions	SA	A	D	SD	
28	Confidentiality of communication is observed	6 **20%**	13 **43%**	8 **27%**	3 **10%**	
29	You can raise your criticism against your boss.	1 **3%**	13 **43%**	9 **30%**	7 **24%**	

30	You get opportunity to express your views on points of conflict	2	14	12	2	
		7%	46%	40%	7%	

4.5 Analysis Category 5

On average 58% of employees feels convinced that confidentiality of communication is observed and they get opportunity to express their views on points of conflict. However 46% have the view that they can raise their criticism against their boss showing a more %age towards not having much opportunity for disapproval against their immediate boss. 73% employees responded that they should be able to contact their immediate boss whenever they need for completing the tasks assigned to them.

5. CONCLUSION

The present study was planned with a focus to observe and analyze the trends of upward communication in FJWU. The study has observed trends of attitudes of subordinates on the issue of communication in organizations and has assessed the mode of employee voice and the perceptions of employees about their immediate boss. The findings bring into lime light the strong strength felt by the subordinates about the level of voice they have. This is found that on the whole employees find an accessible forum for discussion as they are able to exchange their views with supervisors. The trend assessed also indicates that various levels of hierarchy possess strong mutual bonds among themselves. This environment of trust is maintained as the employees have their say. While the opportunities are open for discussion, the feedback provided by the subordinates to their super ordinates is valued and an overall cohesiveness to the broader organizational goals prevails. The open door policy is appreciated at all levels which provides a feeling that supervisors can be approached any time, leading to better levels of motivation .Conclusively in the FJWU the presence of employee voice is sensed as the responses of the questionnaire of this study are analyzed. This presence of employ voice gives this organization its unique environment, appreciated by its members.

5.1 Recommendations

However, the investigation identified several problems that require the organization to pay greater attention. Employee participation in departmental decision-making is lower, they feel that they cannot communicate their disagreements with their boss, they feel that their boss influences their choices, and they have other similar concerns. The researchers believe that having such a healthy and happy environment helps the business stronger, but they also advise the management to work on the organization's weaknesses. Since little problems can occasionally turn into major ones, organizations must consciously concentrate on resolving these difficulties in order to increase employee satisfaction and confidence in their company.

5.2 Implications of This Research

5.2.1 Management of self

Definition: Self-management, as used in business, education, and psychology, refers to techniques, abilities, and strategies that people can use to successfully guide their own actions toward the accomplishment of goals. These techniques and strategies include goal-setting, decision-making,

focusing, planning, scheduling, task tracking, self-evaluation, self-intervention, self-development, and more.

Implications: The results show presence of employee voice in FJWU. As employees have the confidence that their opinion and point of view is heard and given importance as well, they get the confidence of directing their own activities towards the achievement of objectives. Such an environment of confidence automatically transmits a message of self-assessment, self-exploration and self-expansion. This all eventually gives them the incentive to make their own decisions and have a more focused plan of work which is totally aligned with the larger organizational goals.

5.2.2 Team work

Definitions: A close-knit team is made up of capable people who genuinely care about one another. They are fervently dedicated to their work and extremely driven to pool their resources and knowledge in order to accomplish a shared goal.

Implications: the strong relationship that prevails in the organization shows a positive synergy that exists between different hierarchical levels which supports the different on going activities that has to be performed in teams. This is mostly evident when teams are formed for some special tasks and assignments where the employee voice is given consideration which results in an overall environment of mutual trust.

5.2.3 Motivation

Definition: External and internal elements that provide people the drive and enthusiasm to pursue a career, role, or topic with constant interest and dedication, as well as to put forth consistent effort to achieve a goal. Motivation is the mother of all action and the energizer of behavior. Conscious and unconscious elements, including (1) the degree of need or want, (2) the goal's incentive or reward value, and (3) the individual's and their significant others' expectations, interact to produce it.

Implications: The existence of employee voice itself is evidence that employees at all levels are motivated towards their work and assigned tasks. The biggest reason is the acceptance of feedback from every level which yields a sense of organizational justice and keeps them motivated. On the other hand, this also helps in achieving larger organizational objectives, the very reason that FJWU believes in her team and creates opportunities for their employees.

5.3.4 Organizational structure

Definition: A primarily hierarchical idea of subordination of units that cooperate and contribute to a single goal is called an organizational structure. Another type of clustered entity is an organization. Depending on its goals and environment, an organization can be set up in a variety of ways. Organizational structure makes it possible to clearly assign roles and responsibilities to various organizations, including departments, workgroups, individuals, and branches. People in an organizational structure are typically hired by program orders, permanent employment contracts, or labor contracts with time limits.

Implications: Formal organizational structures although are perceived as strict and bureaucratic lacking the basic flexibility and openness. This however, can sometimes be very positive as well. FJWU is a newly established setup, although designed as a mechanistic system, shows a lot of flexibility towards their employees. One can see a lot of acceptance for adopting new structures as teams for many activities planned for shorter span and opting innovative challenges by the organization. This is the depiction of confidence of the organization in her employees which only comes as a response when employees are genuinely heard and given importance. Formal system helps in designing policies and this depends on the organization whether it makes those policies friendly or tough for their employees.

5.4 Suggestions for Future Research

This study only looked at the accumulation of subordinates' perceptions of their supervisors; it is advised that a more thorough investigation be carried out to collect perceptions from both subordinates and super ordinates. This will help to provide a more comprehensive picture of the current upward communication trends.

It is also recommended that a longitudinal study be organized and carried out in three distinct educational institutions. A comparative evaluation of the various upward communication strategies used by the participating organizations will be provided by the cross-sectional analysis. In order to create a more secure and encouraging atmosphere for their employees, educational institutions need to be more aware of the fact that they are not like other types of businesses.

Every part of the research mentioned above works well. The dedication of upper management and supervisory personnel to the continuous significance of communication for the accomplishment of the organization's objective, however, is more crucial than any particular upward communication component. All levels of management must put up frequent, consistent effort to accomplish this.

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