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**AN EXAMINATION OF THE RELATIONSHIP BETWEEN FEMALE
MANAGERS' COMMUNICATION MODELS AND
THEIR LEVELS OF JOB SATISFACTION**

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Abstract

Assuming different roles may affect the communication established by female managers and their job satisfaction. Communication models used by female managers and their levels of job satisfaction were examined in the research. The descriptive survey methods were used for determining the relationship between the communication methods used by female managers and their job satisfaction levels. The research population is composed of female managers working in the private sector in Bursa province. The sample is formed by 150 female managers who were selected among those female managers with the purposive sampling methods. As data collection tools, the Minnesota Satisfaction Questionnaire and the Communication Models Scale were used in the research. The job satisfaction and communication skill levels of the female managers who have a bachelor's degree were found to be higher than the levels of those who were graduated from a high school. In addition, the job satisfaction and communication skill levels of the female managers who are married were found to be higher than the levels of those who are single.

Key Words: Female managers, job satisfaction, communication, communication models

INTRODUCTION

As per the social and cultural environment in which individuals live, they are under the influence of several emotions and value judgments. Large number of models has been developed to suggest approaches about the elements in the communication process and the operation of the process. With communication beginning, common interests are formed, and sharing of emotions and thoughts occurs when thoughts are transferred mutually. Several elements are also in play during the communication process. Voice tone, stance, positions of individuals, and gestures and mimics, are featured as primary factors affecting the listening

communication in a negative or positive way. Communication comes across in different aspects (Özbey, 2004).

Purposes of the sender in a communication may include problem solving; explanation; cooperation; disciplining; influencing; informing; persuading; revealing, changing, guiding, opposing, organizing, supervising, sharing different opinions; and putting someone in one's place. The receiver may aim at understanding, discussing, evaluating, learning, cooperation, sharing, etc. in a communication (Ünal, 1997). Individuals manage to read others' feelings to the extent that they are open to their own feelings. The fact that an individual has no idea about how he/she feels may cause that he/she cannot understand how others feel (Goleman, 1995).

It has been found in the research studies that individuals who are happy with their jobs live longer. It has also been seen that those who are not satisfied with their jobs feel stressed at their jobs. Job satisfaction is defined as individual's perception of the fact that values related to the job are satisfied and the state of coherence between these values and individual's needs. In other words, job satisfaction is explained as the pleasure taken by the worker as a result of making use of his/her job or working life or the emotional satisfaction achieved by worker at his/her job (Bryant, 2003; Güler, 1990; Shamusander, 1999).

Job satisfaction is the body of attitudes developed by individuals towards their jobs. Enhancing the job satisfaction can be possible by increasing the quality of working life, arranging the working conditions and environments, satisfying psychological, economic and social needs, and minimizing the problems due to working life (Işıklar, 2003). The main purpose of individuals' life-long efforts is to maintain a healthy and satisfied life. To do so is possible through establishing a healthy communication. Thoughts are expressed in verbal communications whereas feelings are expressed in nonverbal communications (Cüceloğlu, 1991).

It has been seen in the studies examining the working life by the educational level that the lower the educational level gets, the higher the level of

absenteeism gets. This finding is an indicator that workers with lower educational levels have lower levels of job satisfaction. As a result that the stressed experienced in the working life cannot be eliminated, psychological problems which may turn into physical disorders may occur (Akçamete, Kaner and Sucuoğlu, 2001). Lower levels of job satisfaction also unsettle individuals' quality of life. Employees with lower levels of job satisfaction also have lower empathy levels, and their job motivation and productivity decreases, disturbing their satisfaction with life in general. It has been found that lower levels of job satisfaction also decrease the quality of life, motivation and satisfaction with life among female employees (Özkan, 2012; Polatçı, 2007; Işıklar, 2012).

Increasing number of female workers within the working life in recent years makes it necessary to carry out more studies on female workers and female managers. This study aims at investigating the communication models used by female managers and their levels of job satisfaction.

Within this context, the answers of the following questions were sought:

- 1- Do female managers' communication models and job satisfaction levels differ by their educational levels?
- 2- Do female managers' communication models and job satisfaction levels differ by their marital status?

Method

The quantitative research method based on survey was used in the research. The reason is that the purpose is to reveal an existent situation. The communication models and job satisfaction levels of female managers were examined in this descriptive study. The population of the research is composed of female managers who are working in the private sector in Bursa province, and the research sample is formed by 150 female managers who were selected with the purposive sampling method.

Data Collection Tools

1-Personal Information Form: The form was developed by the researcher to collect the demographics of the female managers.

2-Communication Skills Inventory: It is a 45-item data collection tool developed by Ersanlı and Balcı (1998) to identify the levels of communication skill which individuals use during interpersonal relationships. This inventory evaluates the level of communication skills behaviorally, cognitively and affectively. It is a Likert-type scale. The scoring is as follows: always (5), usually (4), sometimes (3), rarely (2), never (1). As a result of the reliability study performed with the test-retest method, the reliability coefficient was found to be .68, and the reliability study performed with split-half test method found the reliability coefficient to be

.64. Cronbach's Alpha coefficient calculated to determine the internal consistency of the scale was found to be .72. These findings indicate that the scale's reliability is viable. The validity coefficient was found to be .70 in the validity study. This value is thought to be sufficient to regard this scale as valid.

3- The Minnesota Satisfaction Questionnaire: This is a scale in which a score between 20 and 100 can be obtained in the 5-point Likert system and which shows that the job satisfaction increases as the score gets higher. Scale's adaptation and reliability study was performed by Baycan (1985).

Findings

This section of the research examines the relationship between female managers' communication models and levels of job satisfaction by their educational levels and marital status. In Table 1, the findings regarding female managers' job satisfaction levels and communication levels are presented by their educational levels.

Table 1. T-test results regarding female managers' communication levels and job satisfaction levels by their educational levels

	Education al Level	N	X	Sd	t	p
Job satisfaction	High School	60	35.63	5.72	25.684	,000
	Bachelor' Degree	90	68.75	8.82		
Communication skill	High School	60	73,45	13.81	43.363	,000
	Bachelor' Degree	90	163,45	11.46		

According to female managers' communication skills by their educational levels Table 1, arithmetical mean of the female managers who graduated from a high school was found to be $X=73.45$, their standard deviation was found to be 13.81, and arithmetical mean of the female managers who have a bachelor's degree was found to be $X=163.55$ and their standard deviation was found to be 11.46. $t=43.363$, $p<.05$ was found as a result of the analysis performed to test the intergroup difference. It is seen that communication skills of the female managers who graduated from a high school are lower than the skills of the female managers who have a bachelor's degree. In Table 2, the findings regarding female managers' job satisfaction levels and communication levels are presented by their marital status.

Table 2. T-test results regarding female managers' communication levels and job satisfaction levels by their marital status

	Marital Status	N	X	Sd	t	p
Job satisfaction	Single	70	40.15	12.71	-16.203	,000
	Married	80	68.93	8.90		
Communication skill	Single	70	86.31	34.52	-18.851	,000
	Married	80	160.42	11.36		

According to female managers' levels of job satisfaction by their marital status in Table 2, arithmetical mean of the female managers who are single was found to be $X=40.15$, their standard deviation was found to be 12.71, and arithmetical mean of the female managers who are married was found to be $X=68.93$ and their standard deviation was found to be 8.90. $t=-16.203$, $p<.05$ was found as a result of the analysis performed to test the intergroup difference. It is seen that job satisfaction levels of the female managers who are single are lower than the levels of the female managers who are married.

According to female managers' communication skills by their marital status, arithmetical mean of the female managers who are single was found to be $X=86.31$, their standard deviation was found to be 34.52, and arithmetical mean of the female managers who are married was found to be $X=160.42$ and their standard deviation was found to be 11.36. $t=-18.851$, $p<.05$ was found as a result of the analysis performed to test the intergroup difference. It is seen that communication skills of the female managers who are married are higher than the skills of the female managers who are single.

Discussion

According to the research findings, the job satisfaction levels of the female managers who have a bachelor's degree seem to be higher than the levels of the female managers who graduated from a high school. When one considers the research studies on whether job satisfaction levels differ by educational level (Gardner and Oswald, 2002; Kayıkçı, 2005; Ataklı, Dikmentaş and Altınışik, 2004; Bilgiç, 1998), it has been found that the job satisfaction increases as the educational level gets higher. These findings have parallels with the result of this research.

It is seen that communication skills of the female managers who graduated from a high school are lower than the skills of the female managers who have a bachelor's degree. It has been found in other studies (Gaertner, 1999; Goris, Vaught and Pettit, 2000; Kenan and Brady, 2002) that the higher individuals'

educational levels are, the higher communication skills they have. The findings show parallelism with other studies in the literature.

According to female managers' levels of job satisfaction by their civil status, it is seen that the single female managers have lower levels of job satisfaction than the married female managers. Among the research studies examining the relationship between job satisfaction levels of married and single female managers, Rogers and May (2003) found that satisfaction with marriage and job satisfaction have parallels, and Ataklı, Dikmentaş and Altınışik (2002) and Acuner and Tabak (2002) found that married female managers have higher levels of job satisfaction. These studies support the findings of this research. It is seen according to the research findings that communication skills of the female managers who are married are higher than the skills of the female managers who are single. In the study by Işıklar (2003), no significant difference was found. This finding does not support the result of the study.

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