

การศึกษาผลปฏิบัติด้านการสื่อสาร : ศึกษาปัจจัยที่มีผลกระทบต่อผลปฏิบัติ
ด้านการสื่อสารของธนาคารพาณิชย์ในประเทศไทย

Investigating the Factors Affecting the Communication
Performance in Thai Commercial Banks

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บทคัดย่อ

ถึงแม้การสื่อสารเป็นปัจจัยสำคัญประการหนึ่งของประสิทธิผลขององค์กร การศึกษาปัจจัยต่อผลการปฏิบัติด้านการสื่อสารในองค์กรยังมีไม่เพียงพอ การวิจัยนี้มุ่งค้นคว้าหาความสัมพันธ์ระหว่างความชัดเจนของเป้าหมาย วัฒนธรรมขององค์กร การกระจายอำนาจในการตัดสินใจ และความสามารถในการสื่อสารข้ามวัฒนธรรม กับผลการปฏิบัติด้านการสื่อสารในบริบทของธนาคารพาณิชย์ในประเทศไทย โดยการเก็บรวบรวมข้อมูลจากแบบสอบถามจากสาขาของธนาคารพาณิชย์ 7 ธนาคาร เนื่องจากตัวแบบการศึกษาผลปฏิบัติด้านการสื่อสารยังเป็นเชิงสำรวจอยู่ ในงานวิจัยที่ผ่านมาความสัมพันธ์ของตัวแปรบางตัวจึงยังไม่เด่นชัด ดังนั้นการศึกษานี้จึงใช้วิธีการวิเคราะห์หาความสัมพันธ์แบบสัมประสิทธิ์สหสัมพันธ์

ข้อค้นพบสำคัญของงานวิจัยประกอบด้วย (ก) เมื่อวิเคราะห์ผลการปฏิบัติด้านการสื่อสารโดยรวมพบว่ามีความสัมพันธ์เชิงบวกของตัวแปรต้นทุกตัวกับผลการปฏิบัติด้านการสื่อสาร โดยที่ความชัดเจนของเป้าหมายมีความสัมพันธ์มากที่สุด ตามด้วยวัฒนธรรมองค์กรและการกระจายอำนาจ ตัวแปรที่มีความสัมพันธ์น้อยที่สุดคือความสามารถในการสื่อสารข้ามวัฒนธรรม

(ข) เมื่อวิเคราะห์ผลการปฏิบัติด้านการสื่อสารโดยแยกออกเป็นมิติต่างๆ คือ การสื่อสารระหว่างบุคคล การสื่อสารภายนอกองค์กร การสื่อสารภายในองค์กร พบว่ามีความสัมพันธ์เชิงบวกของตัวแปรต้นทุกตัวกับผลการปฏิบัติด้านการสื่อสาร ที่เป็นมิติการสื่อสารภายนอกองค์กรและการสื่อสารภายในองค์กร แต่ไม่พบความสัมพันธ์กับการสื่อสารระหว่างบุคคล

คำสำคัญ : การสื่อสาร การสื่อสารอย่างมีประสิทธิภาพ การสื่อสารในองค์กร ความชัดเจนของเป้าหมาย วัฒนธรรมขององค์กร การกระจายอำนาจในการตัดสินใจ และความสามารถในการสื่อสารข้ามวัฒนธรรม

Abstract

Despite the acknowledgement that communication is a key to organizational effectiveness, study of the factors affecting the communication performance in organizations is scarce. This research focuses on investigating the relationships of goal clarity, organizational culture, decentralization, and intercultural communication competence with communication performance in the context of Thai commercial banks.

A survey was conducted at the bank branches of seven Thai commercial banks. Due to the nature of the exploratory model of communication performance, some of the relationships among the variables have not been prominently established in the past; therefore the correlation method was used to analyze the relationships of the constructs.

The findings are (a) Goal clarity has received strong statistical support as a key factor in communication performance, followed by organizational culture, decentralization, and intercultural communication competence. (b) However, when analyzing the relationships of these key factors with each communication performance domain (i.e. interpersonal, external, and internal communication performance), it can be seen that all of the factors are positively related to internal and external communication, but not to interpersonal communication.

Key Words : Communication, Effective Communication, Organizational Communication, Goal Clarity, Intercultural Communication Competence, Organizational Culture, Decentralization

I. Introduction

Communication performance is just as important for day-to-day operations. The existing literature on communication performance in the public and private organizations is scant. Communication is not only essential to recent organizational changes, but effective communication can be seen as the foundation of modern organizations. The more subtle, pervasive, and debilitating communication problems stem from the fact that organizations inadvertently rely on simplistic and inadequate ideas of how communication works (Maini and Morrel-Samuels, 2006). Mintzberg; Ralsinghani and Theoret (1976) examined 25 organizational decisions, and found managers who obtained clear information and alternatives were able to make most decisions without uncertainty. Byrne and LeMay (2006) assert that satisfaction in organizational communication is positively related to actual job performance and productivity, organizational commitment, and job satisfaction. In addition, Kotter (1999) has provided the definition of leadership as the person that defines the future, aligns people with that vision, and inspires people to make it happen despite obstacles. To accomplish these tasks, leaders use communication as a means.

This study investigated the factors affecting the communication performance of 7 Thai commercial banks located in Thailand. This industry was selected for this study for two reasons. First, the banking industry has gone through tremendous changes to ensure both its survival and competitiveness. Second, in recent years, each bank has made an effort to communicate its renewed corporate image to internal and external stakeholders as well as to instill public confidence. The dynamic and recent development of this industry interests the author in exploring its communication performance. This study is designed to expand the understanding of the factors, underpinned within the communication dimension, affecting organizational performance and explore the key determinants of the communication performance of Thai commercial banks.

II. Literature Review

Communication Performance

The communication performance model of this study refers to the three key dimensions defined by Pandey and Garnett (2006) in their several studies of communication performance. The three dimensions are: interpersonal communication performance, external communication performance, and internal communication performance

(a) Interpersonal Communication Performance

Shannon and Weaver (1949), through their theoretical framework of information theory, related the uncertainty construct to the transmission of message. Berger and Calabrese (1975) formed Uncertainty Reduction Theory to explain the role of communication in reducing uncertainty in initial interactions and the development of interpersonal relationships. Leader-Member Exchange Theory enhances the importance of individuals receiving useful feedback in carrying out job responsibilities with a focus on supervisors' and subordinates' interaction. Numerous studies show that interpersonal communication quality contributes to communication satisfaction and job satisfaction. However, interpersonal communication as a meaningful dependent variable or a dimension of communication performance has been understudied. Therefore, this study also aims to advance knowledge in this area. In this study, the interpersonal communication dimension of communication performance is operationalized as the degree to which individuals in the studied organizations receive useful feedback and evaluations of strengths and weakness at work.

(b) External Communication Performance

Vos (2009) measured communication quality in the municipal context and defined communication quality as the degree to which communication contributes to the effectiveness of municipal policy and how it strengthened the relationship between citizens and municipal organizations. McCullough, Heng and Khem (1986) suggested that the marketing orientation of the bank determine customer satisfaction. External marketing consists of the activities of the service forms directed at satisfying the needs of consumers. While external communication ability has been recognized as a critical factor in achieving customer satisfactions, and maintaining customer loyalty and profits, the link between organizational factors and external communication performance has been rarely examined. This study investigates the external communication performance construct as a dependent variable and defines it as the organization's ability to communicate with its public, particularly the clients served and other stake holder citizens.

(c) Internal Communication Performance

The literature acknowledges that internal communication can be

characterized in term of downward communication, upward communication, and lateral communication. Downward and upward communication occurs between hierarchically positioned persons. According to Burns and Stalker (1961), in mechanistic systems of organization, the interaction within management tends to be vertical. Basically, the hierarchical structure can result in a succession of filters of information. In the organic structure, according to Burns and Stalker (1961), "Inter-communication between people of different ranks tends to resemble lateral communication rather than vertical command". Burns and Stalkers (1961) and Woodward (1965) also found that written, vertical communication is more effective in mechanistic structures provided that tasks are simple and unchanging. Horizontal and vertical communications are however more effective in organic structures, with changing and complex tasks. The studies on internal communication performance as a moderator or predictor are prevalent; however, the organizational factors contributing to internal communication performance is understudied. In this study, internal communication performance (primarily formal) is the construct focusing on the internal information flows and the specific purposes of downward, upward, and lateral flows.

Goal Clarity

Fostering goal clarity has emerged as a key prescription for enhancing the effectiveness of public organizations (Railey, 2003). Goal clarification can mitigate conflicts and improve the quality of communication, measured by communication accuracy, and consistency, among different stakeholder groups (Garnett, 1992 and Gold, 1982). The mitigation of conflict and improvements in accuracy provide compounded benefits for other key aspects of the communication process, such as information sharing, influencing attitudes, promoting understanding, and persuading people to act or not act in certain ways (Garnett, 1992; Cheney and Christensen, 2000). Hilgermann's (1996) research has also shown that as control over team work and goal setting increased, self-managing team members experienced higher levels of satisfaction within an organizational environment. In this study, goal clarity means that organizations have clearly-defined goals and the mission is clear to almost everyone that works in the organization.

Intercultural Communication Competence

Broadly, intercultural competence can be defined following Fantini (2006) as "a complex of abilities needed to perform effectively and appropriately when

interacting with others who are linguistically and culturally different from oneself". Rodsutti and Swierczek (2002) studied the key relationships of organizational effectiveness and leadership in southeast Asia. They collected data from 1,065 leaders of multinational enterprises in Thailand; 37 percent of respondents were in top management and 45 percent were division managers. One of their findings was that a leader with more appropriate characteristics (i.e., good communication, dealing well with difficulties, professionalism, and culturally aware) strongly influenced a multicultural management style that was associated with organizational effectiveness. Chintana Monthienvichienchai et al. (2002) conducted a case study of intercultural communication competence within an international school located in Thailand. They found strong support for the idea that intercultural awareness is related to communication competence. In this study, intercultural communication competence refers to the motivation to interact with people from other cultures, positive attitudes toward people from other cultures, and interaction involvement.

Organizational Culture

Organizational cultures are communicative creations, embedded in a history and a set of expectations about the future (Conrad and Poole, 2002).

Schein (1992) suggests that organizational culture is more important today because increased competition, globalization, mergers, acquisitions, alliances, and various workforce developments have created a greater need for coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing and delivering products and services. Ouchi (1981) suggested a similar relationship between corporate culture and increased productivity. Deal and Kennedy (1982) raised the idea of the importance of "strong" culture in contributing to successful organizational performance. In the dimensional approach, organizational culture is conceptualized based on the work of Quinn and Kimberly (1984), and Zammuto and Krakower (1991):

1) Group culture : people-centered, emphasizing organizational flexibility, and cohesion, and has human resource development as a key organizational goal

2) Developmental culture : organization-centered, emphasizing flexibility and adaptability

3) Hierarchical culture: akin to the classic bureaucratic culture, which emphasizes stability and control

4) Rational Culture: organization-centered, emphasizing control and planning as key instrumentalities

Decentralization

For decades, decentralization has been a discussed factor in terms of how it influenced subjective outcomes (e.g. collective satisfaction) and objective outcomes (e.g. financial outcomes). In broad terms decentralization, as opposed to centralization, is the structure of delegating decision-making authority throughout an organization, relatively away from a central authority. To study “organizational communication” involves understanding of ; (1) how the context of the organization influences communication process and (2) how the symbolic nature of communication differentiates it from other forms of organizational behavior (Miller, 1999). Richardson et al. (2002) have examined the boundary conditions that circumscribe decentralization’s relationship with financial performance using a sample of behavioral healthcare treatment

centers. Through correlation and regression analysis, they found that interaction between decentralization and aspirations was significantly associated with financial performance. In addition, internal decentralization was positively associated with employees’ organizational commitment. In this study, decentralization is conceptualized as the organization’s structure that allows opinions from the lower level of the structure to be listened to, and decision-making authority to be delegated throughout an organization, relatively away from a central authority.

III. Conceptual Framework

Based on the related literature, the author would like to propose the following conceptual framework of communication performance:

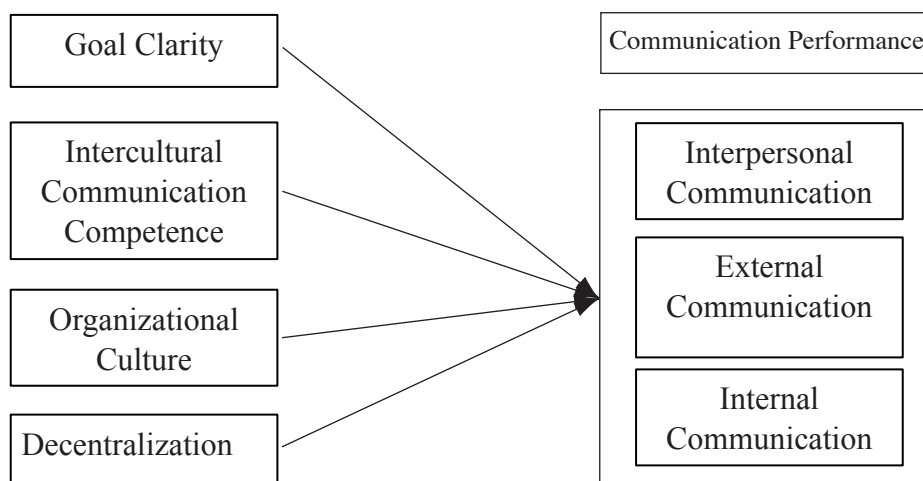


Figure 1 Conceptual Framework of Communication Performance

Following the conceptual framework, the author would like to propose the following hypotheses:

H1: Goal clarity is positively related to communication performance in Thai commercial banks.

H2: Intercultural communication competence is positively related to communication performance in Thai commercial banks.

H3: The organizational culture in Thai commercial banks has a significant relationship with communication performance that varies according to type of culture.

H4: Decentralization is positively related to communication performance in Thai commercial banks.

IV. Methodology

Quantitative analyses are used in the study. The unit of analysis is at the organizational level. In this study, each bank branch represents one organization, and only branches in Bangkok will be investigated in order to ensure that population does not have great differences in terms of regional operations and geographical dispersion.

Sample

The target population of this study is comprised of the branches of the 7 largest Thai commercial banks, with over 100 branches located in Bangkok. Although

there are many Thai commercial banks, this study focuses on the Thai commercial banks which have more than 100 full branches located in Bangkok. These studied banks are: Bangkok Bank PLC.; Krung Thai Bank PLC.; Kasikorn Bank PLC.; Siam Commercial Bank PLC.; Bank of Ayudhya PLC.; TMB Bank PLC.; and Siam City Bank PLC.

A total of 997 branches represent total number of the population. With the total of 1,251 branches with full services of all of the commercial banks located in Bangkok, 997 branches represent 80% of all banks in Bangkok. In this study, 997 branches with full services are the total number of the population. With the population of 997 bank branches of 7 Thai commercial banks, the author used the stratified sampling method. Frey, Botan, and Kreps (2000), in *Investigating Communication – An Introduction to Research Method*, suggest the table for populations ranging from 200 to 100,000 in order to produce confidence intervals of +/- 3%, 5%, and 10% at the 95% confidence level. In this study, the population of 997 falls into 1,000; therefore the author used a sample size of 278 in order to ensure a confidence level of 95%.

Measurement

(a) Instrument

The study uses self-administered questionnaires. Scales to measure are

the seven point rating scale (1 = strongly disagree – 7 = strongly agree). Appendix A illustrates the operationalizations and their references. To check the reliability, the questionnaires were pre-tested with 50 branch managers. As a result, cronbach's alpha in all categories showed a satisfying reliability at and above the .70 level.

(b) Data Collection

The author sent 298 questionnaires to the targeted branches and followed-up

by repeated visits and phone calls. Total 284 completed questionnaires were collected back with a few missing values that were later followed-up by the author.

V. Results

Spearman's rank correlation coefficient analysis is used to investigate relationships of constructs. Table 1 shows the results of correlation matrix for communication performance.

Table 1. Relationships of Constructs

(n=284)

Constructs	Interpersonal Communication	External Communication	Internal Communication	Communication Performance
Goal clarity	0.036 (p=0.273)	0.614 (p=0.000)**	0.690 (p=0.000)**	0.693 (p=0.000)**
Intercultural	0.042 (p=0.238)	0.280 (p=0.000)**	0.299 (p=0.000)**	0.311 (p=0.000)**
Culture	0.002 (p=0.979)	0.618 (p=0.000)**	0.616 (p=0.000)**	0.643 (p=0.000)**
Rational	0.023 (p=0.695)	0.565 (p=0.000)**	0.558 (p=0.000)**	0.587 (p=0.000)**
Development	0.088 (p=0.137)	0.558 (p=0.000)**	0.539 (p=0.007)**	0.594 (p=0.000)**
Group	-0.069 (p=0.878)	0.548 (p=0.000)**	0.558 (p=0.000)**	0.556 (p=0.000)**
Decentralization	0.123 (p=0.019)*	0.454 (p=0.000)**	0.444 (p=0.000)**	0.492 (p=0.000)**

* p < 0.05 (one tailed), ** p < 0.01 (one tailed)

Spearman's Rank Correlation Coefficient

H1: Goal clarity is positively related to communication performance in Thai commercial banks.

As shown in table 1, H1 is supported by the result of the study, with a statistical significance of 0.01 ($p=0.000$). The relationship is moderate to high (69.3%). The result shows that the higher the goal clarity is, the higher the communication performance of the organization will be.

H2: Intercultural communication competence is positively related to communication performance in Thai commercial banks.

H2 is supported by the result of the study with a statistical significance of 0.01 ($p=0.000$). The relationship is low to moderate (31%). The result shows that intercultural communication competence is positively related to internal and external communication performance. The result, however, shows that intercultural competence is not associated with interpersonal communication performance.

H3: Organizational culture in Thai commercial banks has a significant relationship with communication performance that varies according to the type of culture.

H3 is also supported by the statistical results. Organizational culture in Thai commercial banks has a significant relation-

ship with communication performance that varies according to the type of culture: rational culture, developmental culture, and group culture. The results show that rational culture is positively related to external and internal communication performance ($p < 0.01$), but is not related to interpersonal communication performance ($p = 0.695$). Developmental culture and group culture are also positively related to external and internal communication performance ($p < 0.01$), but are not related to interpersonal communication ($p=0.137$ and $p=0.878$).

By looking closely at the relationship of each culture, it can be seen that rational culture and external communication performance have the highest relationship (56.5%). The next highest relationships are between developmental culture and external communication (55.8%), while group culture is also highly related to internal communication performance (55.8%). Overall, all three types of culture are positively related to communication performance ($p < 0.01$) at 58.7%, 59.4% and 55.6%, respectively. The results do not only show that each type of culture varies slightly in its association with communication performance, but also with each dimension of communication performance.

H4 : Decentralization is positively related to communication performance in Thai commercial banks

As shown in table 1, H4 is supported by the result of the significant level of 0.01 ($p=0.000$). The relationship level is moderate (49.2%), but still provides a prudent source indicating that decentralization is positively related to communication performance. The result also shows that decentralization is related to internal and external communication performance (44.4% and 45.4%, respectively) more than to interpersonal communication performance (12.3%).

VI. Discussion

The key factors (independent variables), affecting communication performance (dependent variable), investigated in this research are goal clarity, intercultural competence, organizational culture, and decentralization. The findings reveal that goal clarity, intercultural competence, organizational culture, and decentralization are positively related to communication performance ($p < 0.01$). By examining each key factor, the relationships were found to be statistically significant, although they varied according to each dimension of communication performance (i.e. interpersonal communication, external communication, and internal communication). In the following discussion, the author

will firstly discuss the detailed findings of each relationship, and secondly compare these findings with previous studies.

(a) Goal clarity

The results show that the higher the goal clarity is, the higher the communication performance of the organization will be. The relationship is moderate to high (69.3%). When examining the relationship of goal clarity with each dimension of communication performance, goal clarity was found to be positively related to internal and external communication performance, however, was not related to interpersonal communication performance. This implies that clear goals and objectives in the organizations are helpful for facilitating internal communication (downward/upward/horizontal). In addition, clear goals help people in the organizations to satisfy external customers' needs and to be better in responding to public concerns that may arise.

(b) Intercultural communication competence

Presently, the banking sector is competing in a globalized market, and this factor cannot be ignored. Intercultural communication competence was found to be positively related to communication performance. The relationship was low to moderate (31%). When examining intercultural communication competence with each dimension, the results

showed that intercultural communication competence is positively related to internal and external communication performance; however, intercultural communication competence is not associated with interpersonal communication performance. This implies that intercultural communication competence is necessary but it is not the most important factor. For a work environment that is basically not extremely diverse, intercultural communication competence will not be the primary competence needed.

(c) Organizational Culture

The finding supports the idea that organizational culture in Thai commercial banks has a significant relationship with communication performance that varies by the type of culture; namely, rational culture, developmental culture, and group culture. Each type of culture is positively related to communication performance, with the strongest relationship between developmental culture and communication performance (59.4%). Although each type of culture's relationship to communication performance was not dramatically different, it varied when analyzing each type of culture with each dimension of communication performance.

When analyzing each dimension, rational culture was seen to be positively related to external and internal communication ($p < 0.01$), but was not related to

interpersonal communication ($p = 0.695$). Like rational culture, developmental culture and group culture are also positively related to external and internal communication ($p < 0.01$), but are not related to interpersonal communication ($p = 0.137$ and $p = 0.878$). This is consistent with the earlier two factors; goal clarity and intercultural communication competence, which were not associated with interpersonal communication performance. This can be implied that feedback on work performance or exchanging performance discussion (interpersonal communication) is not influenced by any type of organizational culture.

By looking closely at the relationship of each culture, rational culture and external communication performance had the highest relationship (56.5%). The next highest relationships were between developmental culture and external communication performance (55.8%), while group culture was also highly related to internal communication performance (55.8%).

(d) Decentralization

Decentralization is positively related to communication performance with a moderate relationship (49.2%). Decentralization is related to internal and external communication performance (44.4% and 45.4%, respectively). Although this

relationship is quite low (12.3%), it did tell us that in certain conditions, decentralized decision making could possibly enhance interpersonal communication. The decentralized structure of an organization could possibly enable autonomy for exchanging feedback on work performance. When managers have freedom or feel empowered, they are likely to seek feedback instead of waiting for performance review which might be scheduled only on a quarterly basis. Additionally, decentralization provides a sense of empowerment, and trust. It has been recognized that trust is a foundation for open communication. Communicating strengths and weaknesses or feedback at work requires an attitude of honesty & open communication on the part of both givers and receivers.

One of the objectives of this study was to develop further knowledge in the exploratory model of communication performance. The model was previously used by Pandey and Garnett (2006) in their large-scale empirical research on the public sector. The results of this study are consistent with Pandey and Garnett's findings (2006) in many ways, although the studied organizations have different profiles and backgrounds. First, goal clarity was supported by internal and external communication, but not by interpersonal communication. Second, the organiza-

tional cultures that varied by type of culture and communication performance had substantial support.

In this study, the model of interpersonal Communication was not statistically significant. This finding is consistent with the study of Pandey and Garnett (2006). Future study may add different components to the concept of operationalized interpersonal communication when studying private organizations. They also suggested that additional constructs should be explored.

The model of external communication performance was statistically significant. The results provided supports for all hypotheses, with goal clarity as the strongest in the correlated relationship (61%), followed by developmental culture (55.7%), rational culture (56.5%), group culture (54.8), decentralization (45.4%), and intercultural communication competence (28%), respectively. The results of goal clarity and organizational culture are consistent with Pandey and Garnett's (2006) study. They asserted that organizational culture was a significant predictor of external communication. While they found that rational and group cultures had the strongest positive impact on external communication, this study found that development culture had the strongest impact.

The model of internal communication performance is even more promising. The results provided supports for all hypotheses with goal clarity as the strongest (69.0%). However, when it comes to internal communication, rational culture and group culture came in second place at 55.8% equally. This is different from the results for external communication, where developmental culture came in second place. Decentralization (44.4%) and intercultural communication competence (29.9%) were also found to contribute to internal communication.

Although this study is exploratory in nature, it is derived from a well-developed theoretical framework. The finding provides a framework and established key factors in communication performance for any researchers interested in examining the relationship of organizational capabilities to performance link.

VII. Practical Contributions

The findings have practical contributions for organization development, communication performance improvement, customer satisfaction, and leadership development in many ways.

(a) Organizational Development

The literature and supported findings reveal that effective organizational communication enhances organizational effectiveness and performance. Understanding

the stimulus of communication performance and its importance will help organizations to run smoothly with alignment of values and day-to-day actions.

The study and findings provide guidance for strategic organizational communication practitioners. Communication, like other strategies in the management disciplines, requires the analysis of organizational strengths, weaknesses, threats and opportunities, and then planning, executing, measuring, and developing. Additionally, organizations have to monitor closely the dynamic environment and adapt to it in order to achieve a long-term fit rather than a short term one. It is important to take all of the key factors of communication performance and their proper conditions into account in order to design a fit strategy and a process that leads to alignment.

The banking sector, for both state-owned and private-owned banks, has been putting effort into building trust with internal and external stakeholders. Trust is however accumulated through the interactions and communications between organizations' representatives and stakeholders. Communication competence contributes to increasing trust. It could take decades to build trust, but it might take just one minute's encounter to destroy it.

The interrelationship knowledge derived from this study also reinforces the idea that communication is an organization's great resource.

(b) Communication Performance Improvement

It was shown that rational culture and developmental culture are the types of cultures that statistically contribute the most to higher external communication performance (56.5% and 55.8% respectively). External communication performance is operationalized as the degree to which the organization can provide services to the public, and provide high-quality public service as well as reduce criticism from citizens and clients. Rational culture involves achievement, measurable goals, and customer-oriented services. Developmental culture involves dynamic, entrepreneurial place, commitment to innovation, growth and acquiring new resources. Based on the findings, external communication is driven by organizational cultures that emphasize the attributes of rational and developmental cultures. Measurable goals and advanced technology would increase the commitment of employees to raising the communication performance bar.

Higher internal communication performance is, however, strongly influenced by group culture (55.8%), which involves sharing, cohesion, and moral. This implies that promoting these attributes

within the organization is likely to encourage the free flow of internal communication (downward, upward, and horizontal).

(c) Customer Satisfaction

It costs five or six times more to attract a new customer than to keep an existing one. Building partnerships with customers has become a trend. The partnership arrangement becomes simpler when both parties understand each other's systems and needs. Developing a partnership involves setting expectations and objectives as with other relationships. Overpromised communication and under-delivered practices bring about customer dissatisfaction. Customer feedback that reaches attention of proper decision makers quickly requires the autonomy of a decentralized structure and the free flow of communication. Intercultural communication competence also helps front-line employees to gauge the different needs and styles of customers and demonstrates listening and empathy when service recovery is called for.

(d) Leadership Development

Managing communications, interpersonally, internally, and externally is a major and important responsibility of leaders in organizations. Peter Drucker always emphasizes communication as the key to reaching people especially, when leaders move higher in the organization's hierarchy. The findings of this study turned

the spotlight on goal clarity, innovation (developmental culture), and decentralization structure to the leaders' attention. A typical organizational approach is for leaders to have participative goal setting, then, to make decisions and communicate those goals to the people that will be responsible for achieving them. This study shows that to be successful, those goals must be placed in context. Leaders should provide a context that aids clarity, future-oriented, and highlight new opportunities. A decentralization structure tells leaders to create engagement or involvement in order to result in 1) employees taking ownership in cultivating the mission and goals, and 2) having committed employees to achieve the goals. Often the best way to improve the work process is to involve the people participating in the work in decision-making.

The literature presents different types of leadership, such as the authoritative leader, the participative leader, the visionary leader, the systematic leader etc. Developmental culture portrays the inspirational and visionary leadership style. The findings indicate that developmental culture has the largest impact on communication performance and thus, in the context of Thai commercial banks, the inspirational and visionary leader is likely to influence better communication

performance. Regarding self-development, leaders shall improve their inspirational communication skills. For team development, leaders can grow the teams fast by first gluing the teams and capitalizing on the differences among them. For organizational development, leaders shall take all of the key factors (i.e. goal clarity, culture, intercultural competence, and decentralization) into consideration seriously.

VIII. Limitations

This study was primarily concerned with investigating the relationships among the aspects of organizational factors which are related to communication performance. Causal assertions are recommended for future study. Although the model of communication performance and the hypotheses in this study were developed based on theoretical and empirical support, and the relationships are confirmatory, future research is needed in order to establish causality.

In terms of the data collection, the data were collected during a time when some banks in the study were facing downsizing. This possibly had more or less a psychological effect on the respondents while they were completing the surveys, especially when they were asked to evaluate performance-related topics. The responses could possibly have been inclined to avoid unpleasant comments

against the organizations. Following the quantitative method, future research should include focus group interviews in order to obtain access to undistorted information if it existed.

Appendix A

Operationalized Definitions and References

Variables	Definitions	Operationalization	References
1. Communication Performance (Dependent Variables)	Communication Performance refers to three dimensions: 1. <u>Interpersonal Communication</u> : feedback that individuals receive in carrying out their job responsibilities. 2. <u>External Communication</u> : organizations' ability to communicate effectively with its publics, particularly the clients served and other stakeholder citizens 3. <u>Internal Communication</u> : internal information flows and the specific purposes of downward, upward, and lateral flow.	The degree to which respondents receive useful feedback and evaluations of strengths and weaknesses at work. The degree to which organization can provide the services the public needs, satisfy public needs, provide high quality public service, and reduce criticism from citizens and clients The degree to which downward communication is adequate: (1) task performance directives and instructions, and (2) the organization's strategic direction.	Stone, Eugene F. (1976). Gianakis, G. & Wang, X. (2000). Katz, D. & Kahn, R. (1966).

Appendix A (Continued)

Variables	Definitions	Operationalization	References
		The degree to which upward communication is adequate: problems that needed attention.	
		The degree to which lateral communication is adequate: providing emotional support to peers	
2. Goal Clarity (Independent Variable)	Goals and the mission of the organization are clearly defined and known by almost everyone who works in the organization.	The degree to which the organization's mission is clear to almost everyone working in the organizations The degree to which goals are clearly defined. The degree to which goals are easily explained to outsiders	Rainey, H.G. (1983).
3. Intercultural Communication Competence (Independent Variable)	The motivation to interact with people from other cultures, positive attitudes toward people from other cultures, and interaction involvement.	The degree to which people in the organization are comfortable interacting with people from other cultures.	Arasaratnam, L.A. (2009)

Variables	Definitions	Operationalization	References
4. Organizational Culture (Independent Variables)	<p>Organization's underlying values and orientation that sets the climate and tone for interpersonal, external, and internal communication.</p> <p>The study refers to three types of cultures: rational, developmental, and group culture.</p>	<p>1. Rational Culture: The degree to which the organizations is seen as emphasizing tasks, goal accomplishment, competitive actions, achievements, and measurable goal</p> <p>2. Developmental Culture: the degree to which organizations are seen as dynamic, entrepreneurial places. The degree to which people are committed to innovation and development. The degree to which growth, acquiring new resources, and readiness to meet new challenges are seen as important.</p> <p>3. Group Culture: the degree to which organizations are seen as personal places, and as extended families. The degree to which members share a lot of themselves, where loyalty and tradition are held, and high cohesion and morale are important.</p>	<p>Zammuto, R. F. and Krakower, J.Y. (1991)</p>

Variables	Definitions	Operationalization	References
5. Decentralization (Independent Variable)	A key organizational structure that allows the opinions of people to be listened to and decision-making authority to be delegated throughout an organization, relatively away from a central authority	The degree to which personal opinions are counted. The degree to which managers to which employees are given flexibility in how they accomplish their work.	Chun, Y.H. and Rainey H.G. (2006).

Appendix B Constructs and Reliability Analysis (Cronbrach's alpha)

Constructs	Cronbach's alpha
Communication Performance (10 items) (Internal Communication, External Communication, Internal Communication)	.783
Goal Clarity (3 items)	.818
Culture (17 items)	.921
Intercultural Communication (4 items)	.697
Decentralization (5 items)	.758

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