

Employee Communication and Participation Practices in Nepalese State-owned Banks under Restructuring Program

Rishi Ram Chapagai

Abstract: *This article examines general of employee communication and participation practices under the restructuring program of the two state-owned commercial banks of Nepal which are chosen for this study. Descriptive research design was used for the study. The study conducted a questionnaire survey of 105 managerial level employees; of which 67(63.81 percent) questionnaires were received in usable form. Descriptive statistical tools were applied for the analysis of the data. The findings reveal that the state-owned banks improved communication through the use of workplace newsletters, official website and e-mail. Findings of the study also show that the information about the internal investment plans, HR planning, financial position of the organization, technological change, and restructuring and redundancies programme are communicated to employees. Similarly, employee participation also seed improved under the restructuring program of the bank. The study also evidences that employees' representatives participate in meeting with senior managers to discuss on core service issues, employment issues, financial issues, future plans and other organizational organization issues.*

I. INTRODUCTION

Employee participation refers to the direct involvement of individuals in decisions relating to their immediate work organization and to indirect involvement in decision making, through representatives in an organization. Participative management is a management technique in which employees are given a voice in determining what they are to do, how they are to do it, and how they are to be appraised (Agrawal, 2005). It is a democratic philosophy that respects all members of an organization. Employee participation in organizational activities brings recognition, sense of belongingness, self respect and acceptance in employees (Pant, 2009). The concept of employee participation

Mr. Chapagai is a Faculty Member, Liberty College, Pokhara University.
Email: rchapagai@gmail.com

in management indicates an attempt on the part of an employer to build employees into a team which work towards the realization of a common objective.

Communication is the process of transmitting information and meaning from one person to another. It involves flow of information and understanding between sender and receiver. It involves exchange of messages between two parties (Robbins, 2001). According to Carrie`re & Bourque (2009) communication is central to the practice of management. Most of the time of managers is used in some form of communication. Internal communication practices of the organization consists both formal and informal communication activities among the members of the organization. Internal communication practices of the organization have the positive relation with the employee job satisfaction.

Therefore, it can be said that employee communication and participation is the process of sharing the information, facts, ideas, and opinions among the people of the organization. Effective employee communication and participation can have a positive impact on organizational performance, productivity and employees outcomes. Management of the organization informs employees about their plans, policies, goals, rules and regulation through different communication channels. Modern organization focuses on the two way communication between management and employees. Effective communication can enhance the sound employee-management relations. The organizational conflict can be minimized through the effective employee communication and participation practices.

Financial sector reform program was initiated in Nepal in mid-1980s and Government of Nepal (GoN) and Nepal Rastra Bank (NRB) have been implementing comprehensive Financial Sector Reform Program since 2001 (Shrestha, 2004). Financial sector reform programme has been taken as one of the major components of economic reform programme in Nepal. The programme has been implemented with the grant and loan assistance of the World Bank and Department for International Development (DFID) of the UK government and the help of the GON. The reform programme includes: reengineering of NRB, restructuring of Nepal Bank Limited (NBL) and Rastriya Banijay Bank (RBB), and capacity building of financial sector (NRB, 2006). One of the components of various programs under financial sector restructuring projects was to restructure two big state owned banks NBL and RBB under which a process was initiated to appoint a 'Bank Restructuring Advisor' for their privatization (NRB, 2006).

The New policies of liberalization entered Nepal in mid-eighties. Then, in the form of the Structural Adjustment Programmes, the process of restructuring Nepalese economy started. The initiative became intensified with the time and covered other sectors of the economy. After 1990, with the establishment of the multiparty system, the process of liberalization took a high momentum. Gradually, privatization of state-owned enterprises was given a top priority. Emphasis was laid on how to attract foreign direct investments. For this purpose, necessary amendments were made to industrial policy and industrial and commercial laws. The old labour law, the Nepal Factory and Factory Workers Act, was replaced by a new Labour Act 1992. Also the Trade Union Act 1993 was introduced. Other complementary labour laws were also brought in. Industrial relations gradually moved from confrontational

to co-operational tracks (Upadhyaya, 2005). Under the financial sector reform programme of the GON, the management of NBL has been handed over to the management team of ICC Consulting firm from Bank of Scotland (Ireland) since 22 July 2002. The contract has been extended for further two years to 21 July 2007. After July 22, 2007 the management of the NBL has been taken by the management team of central bank of Nepal. The management team has introduced and implemented HR development plan, management plan and skill enhancement plan for the bank's reform. The purchase of necessary computer hardware and software was completed to carry out 80 percent transactions of the bank through the mechanized process. Credit policy, credit guidelines and asset/liability management guidelines of international standard were formulated and implemented. The review of loan portfolio of the bank was accomplished, and the function of loan recovery and restructuring was continued. Credit manuals, credit recovery guidelines and problematic loan guidelines were formulated in order to follow modern system of credit management and accordingly, various departments and units were formed for this purpose. Likewise, the process of bank rationalization was initiated and voluntary retirement scheme (VRS) was introduced in order to retain the appropriate level of manpower in the bank (NRB, 2006). A foreign consultant appointed as a CEO for restructuring of RBB initiated its work since 16 January 2003. The team has formulated and implemented the management plan, budget plan, accounting and auditing manuals, and a new credit policy in the bank. In order to retain the manpower at appropriate level, a VRS was introduced, which helped for making the right sizing the organizational manpower. Mechanization of the banking transactions was completed in various branches (Shrestha, 2004).

The liberalization of economic policies and increased level of competition by MNCs and joint stock companies have put a lot of pressure on the HR functions of Nepalese state owned companies (Adhikari, 2010). This study deals with the condition of employees' communication and participation in Nepalese state owned commercial banks. The basic objective of the study is to analyze the employee participation and communication practices in the state owned banks under the restructuring programme as well as to examine the key dimensions of employee participation and communication practices.

Under the financial sector reform, Nepal has started the restructuring of state owned financial institutions. Reforming state-owned enterprises (SOEs) has been at the top of the Nepalese government agenda since the mid-1980s (Economic survey, 2010).

This has led to the emergence of new pattern of enterprise ownership and consequently new employment relations which are distinctively different from those in the traditional SOEs. This study explores the key elements of employee participation and communication practices may have changed as a result of reform and restructuring programme.

In Nepal, there is growing need to manage people skills, knowledge, and abilities. Employee participation and communication is important in Nepalese banking organization to ensure that the people competencies are fully utilized. Employee participation and communication is a critical factor in engaging and keeping employees in the organization to improve employee job satisfaction and retention. Employees value effective communication and participation from their management. This study explores the key

elements of employee participation and communication practices in Nepalese state owned banks under restructuring.

II. LITERATURE REVIEW

Under the restructuring programme the management team of NBL and RBB has introduced management plan, human resource development plan, and skill enhancement plan in order to maintain human resource at the optimal level. The employee by-law has been documented and implemented for the effective human resource management (Economic survey, 2008). A new employee by-law documented by the new management of NBL and RBB defines some aspects of the employment relations. Employee by-law has the provision of employee participation and communication.

Employee participation is a process through which managerial decisions are influenced by employees either through their representatives on the board, or through joint committees or through participation in collective bargaining. Employee communication is the process of transmission of information related to goals, plans, programmes, change and development, financial position of the organization from management to employees (Agrawal, 2005).

According to Monge, et al. (1992), the participative management is the way some organizations have involved employees in the process of improving organizational performance. Lawler (1986) conceptualized the employees' participation in four critical factors as information sharing, training, decision making, and rewards. Pfeffer (1994) argues that organizational performance can be increased by adopting 'best work practices.' According to Pfeffer the employee participation is one of the widely recognized best practices to increase organizational performance. Heller (2003, cited in Richardson et al., 2010) defines participation as taking part in an activity, and power distribution, which has influence over the activity, further arguing that there is a positive link between participation, job satisfaction and higher productivity. Richardson et al, (2010) research findings supported the Heller statement that there is indication of the sharing of power in the workplace and employees' participation on work-related issues to enhance the job satisfaction and productivity. Participatory management has to be introduced in organizations where power is shared, everyone is given an opportunity to participate, work is conducted by consensus and multidisciplinary teams are utilized to implement processes.

According to Bhatti and Qureshi (2007) the employees participation has the positive impact on job satisfaction, employee productivity and employee commitment. Employees' participation in decision making has a positive and significant impact on the job satisfaction of the employees indicating that an employee's participation in decision making can help to enhance the better employees' performance. The employees' participation can significantly explain the variation in employees' job satisfaction, commitment and productivity.

Hargie et al. (2002) stated that organizational internal communication is critical to an organization's success and effectiveness. Muchinsky (1977) exploratory study examined the relationship among measures of organizational communication, organizational climate, and job satisfaction and found that the dimensions of organizational communication were

positively correlated to both organizational climate and job satisfaction.

Byrne and Lemay (2006) state that the perceived quality of information communicated within organizations is significantly linked to organizational performance and employee job satisfaction. Zmud (1978) cited in Byrne and Lemay (2006) defines the quality of information as relevant, accurate, reliable and timely communication.

Employees derived most of their satisfaction with the information they received about their job from rich communication channels such as face-to-face meetings with their bosses, phone conversations, and departmental meetings. Lean communication mechanisms such as the quarterly meetings, the employee newsletter, or written memos and notices contributed a small addition to their satisfaction level in information about their jobs. Email and the intranet contributed small addition to their satisfaction level in information about their jobs (Byrne and Lemay; 2006).

Similarly, Snyder and Morris (1984) state effectiveness and adequacy of communication from the supervisor was strongly positively related to overall organizational performance. Thus, it indicates that the overall performance of the organization depends upon the quality of the organizational communication.

A research study of Clampitt and Downs (1993) revealed that the effective internal organizational communications improved productivity, lowered absenteeism, reduced number of employee strikes, and increased the overall performance. High job satisfaction, increased work motivation for managers, and the achievement of good employee relationship and satisfaction are the benefits of effective communications in an organization (Downs & Hazen, 1977; Muchinsky, 1977; Orpen, 1997).

All the research on organizational communication and performance indicates that the effective organizational communication is linked to employee performance and job satisfaction. Downs (1990) study indicated that the quality of organizational communication can lead to communication satisfaction in the organization. Similarly, (Goldhaber et al., 1978; Pincus et al., 1990) research suggested that the communication from the supervisor and top management are important in predicting job satisfaction and participative management. These researches indicate that top management and supervisors play an important role in organizational communication, employee outcomes and organizational performance. Yammarino and Naughton (1988) as cited in Carrie`re & Bourque (2009) found a positive relationship between the organizational communication and job satisfaction of employees.

Participative management is the collective and shared decision making in which activities such as job enrichment, job redesign, suggestion system and feedback from employees are incorporated (Drehmer et al., 2000). Similarly, Locke and Schweiger (1979; as cited in Drehmer et al., 2000) research study on participative management suggested that participation increase the individual job satisfaction level. Likewise, Wright and Kim (2004) research study and many other research findings supported that employee participation has positive effect on job satisfaction and commitment (Cooke, 1992; Kim, 2002; Rotenberry and Moberg ,2007; Bhatti and Qureshi, 2007).

III. METHODOLOGY OF THE STUDY

This study is descriptive to analyze the employee participation and communication practices in the state-owned banks under the restructuring programme. This study follows descriptive research design. For this study two state owned banks (NBL and RBB) were selected as sample organizations for the study which are under the restructuring programme of the GON. Basically primary data were used for the study and they were collected mainly from questionnaire survey. To ensure full coverage of potential respondents HR department of the organizations were used as a guide when distributing the questionnaire. This ensured that all managerial and officer levels employees from different departments in the organization were covered. It included: manager, deputy manager, branch manager, assistant manager, and officer. All the managerial and officer level employees from corporate office and branch offices of Kathmandu valley were considered for questionnaire survey.

For the purpose of this study, the questionnaire was distributed in March 2011. The questionnaire mainly contained questions on background information on respondents and general question on purpose of employee participation and communication practices analysis. The items for the questionnaire were selected from Cranet questionnaire developed by Cranfield researchers in their study of comparative European HRM (Brewster and Hegewisch, 1994) and from relevant literature Kersley et.al (2006) research on "Workplace Employment Relations Survey."

The survey questionnaire was distributed to 105 respondents as convenient sample technique. Total 67 usable questionnaires were obtained with 63.81 percent response rate. The response rate can be regard as good when considered the closed nature of study in other country.

Altogether 67 respondents were participated in the questionnaire survey. Among them 36 (53.73 percent) were from NBL and 31 (46.27 percent) were represented by RBB. Among the 67 respondents, 60 (89.55 percent) were male and 7 (10.45 percent) of them were female. The respondents were asked about their academic background in which 30 (44.77 percent) were graduate and 37 (55.23 percent) of them were post-graduate degree holders. Among all the respondents, 43.28 percent were within the service period of zero to five 5 years, about 6 percent were 6 to 10 years, 16.42 percent have 11 to 15 years service period, about 12 percent completed 16 to 20 years service, and 22.38 percent completed more than 21 years in the same organization.

VI. ANALYSIS AND FINDINGS

Respondents were asked on the issues of communication and participation in their respective organizations. Results in table 1 show that 98 percent respondents were against the use of notice board by which management communicates or consults with employees at work place. 98 percent respondents agreed that the management communicates or consults with employees by the way of systematic use of management chain. 88 percent

respondents were opposed the use of suggestion schemes for employees' communication and consultation.

Table 1: Observation of Statement Related to Employee Communication and Participation

Description	Yes	No
A. The ways in which management communicates or consults with employees at Work place		
1. Notice boards	2	98
2. Systematic use of management chain	98	2
3. Suggestion schemes,	12	88
4. Regular newsletters distributed to all employees	84	16
5. Regular use of email to all employees	16	84
6. Official website of the organization	12	88
7. Other ways of communicating	-	100
B. Does management regularly give employees or their representatives any information about the following matters?		
1. Internal investment plans	78	22
2. Financial position of the organization	34	66
3. Human resource planning	12	88
4. Technological change	55	45
5. Restructuring and redundancies programme	84	16
C. Do you have meetings between senior managers and the whole workforce (either altogether or group by group)?	100	-
D. Issues which are discussed at the meetings		
1. Production issues	94	6
2. Employment issues	100	-
3. Financial issues(financial performance, budgets or budgetary cuts)	97	3
4. Future plans	87	13
5. Work organization	92.5	7.5
E. Are there any committees of managers and employees at this workplace, primarily concerned with consultation, rather than negotiation?	15	85

*Figures are in percentage

These estimates are based on 67 responses.

Source: Questionnaire survey, 2011

Among the 67 respondents 88 percent agreed that management of RBB and NBL use regular newsletters distributed to all employees for communication and consultations. 84 respondents opposed the use of email for communication and consultation with employees at workplace. Only 16 percent respondents are in favor of use of e-mail for communication and consultation. Only 12 percent respondents agreed that the management uses official website of the organization for communication and consultation purpose but 88 percent opposed the statement. The table depicts that 78

percent respondents agreed that the management regularly gives employees or their representative information about the internal investment plans of the organization but 22 percent respondents opposed the statement. It is seen that among the 67 respondents, only 34 percent respondents supported that the management gives the information about the financial position of the organization but remaining others are against the statement.

Regarding the information about the human resource planning, majority of the respondents i.e. 88 percent respondents disagreed that management gives any information about the human resource planning of the organization. 55 percent and 84 percent respondents are in favor of the information given by the management on the matters of technological change, and restructuring and redundancies programme respectively. All 67 respondents show the general consensus that they have had meetings between senior managers and the whole workforce either altogether or group by group. Results show that the majority of the respondents agreed on the issues which are discussed at the meeting are production issues, employment issues, financial issues, future plans of the organization and the work organization. 85 percent respondents stressed that there are not any committees of managers and employees, primarily concerned with consultation rather than negotiation.

Table 2: Frequencies of Meeting Between Senior Managers and the Whole Work Force

Description	Frequency	Percent
Once a week	48	72
Once a fortnight	1	2
Once a month	6	9
Every three months	9	13
Less than every three months	3	4
Total	67	100

Table 3: Proportion of the Time at the Meetings is Usually Available for Questions from Employees, or for Employees to Offer Their Views

Description	Frequency	Percent
Small proportion(less than 10 % of meeting time	61	91
Up to quarter (10-24% meeting time)	4	6
Quarter or more (25% or more time)	2	3
Total	67	100

The respondents were asked on frequencies of meeting between senior managers and the whole work force. Among the 67 respondents, about 72 percent agreed that the meeting takes place once a week. Respondents were asked about what proportion of the time at the meetings is usually available for questions from employees, or for employees to offer their views, 91 percent respondents agreed that a small proportion of time (less than 10% meeting time) is usually available for questions and to offer views from employees. 6 percent stressed that up to quarter time of meeting (10-24% time) is allocated for employees' questions and views. Only 3 percent have given their opinion

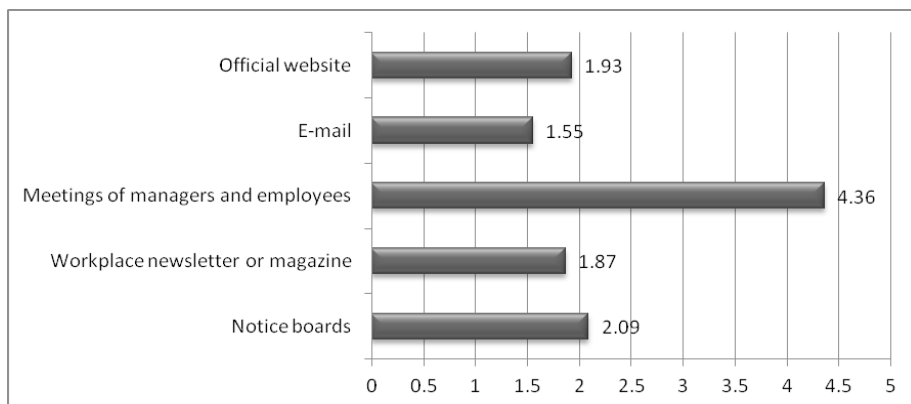
that 25 percent or more time is available for the questions and employees views in the formal meetings between senior managers and whole workforce.

Table 4: Weighted Means and the Rank of the Communication Channels Important for Keeping Employees up-to-date About Their Workplace.

Description	1	2	3	4	5	Mean	Rank
How helpful do you find the following in keeping up-to-date about this workplace?							
1. Notice boards	4	57	4	-	2	2.09	4
2. Workplace newsletter or magazine	11	54	2	-	-	1.87	2
3. Meetings of managers and employees	6	2	6	1	52	4.36	5
4. E-mail	52	3	2	10	-	1.55	1
5. Official website	11	52	2	2	-	1.93	3

*1 = Very helpful 2 = Helpful 3 = Not very helpful 4 = Not at all helpful 5 = Not used here

Fig 1: Weighted means and the rank of the communication channels important for keeping employees up- to –date about their workplace.



As per the questionnaire survey, the results on figure 1 shows the weighted means and rank of the communication channels used for keeping employees up- to- date on their workplace. Most important channel useful for making employees up to date is E-mail, followed by workplace newsletter or magazine, official website, notice boards, and finally the least helpful channel formaking employees up to date at workplace is the meetings of managers and employees.

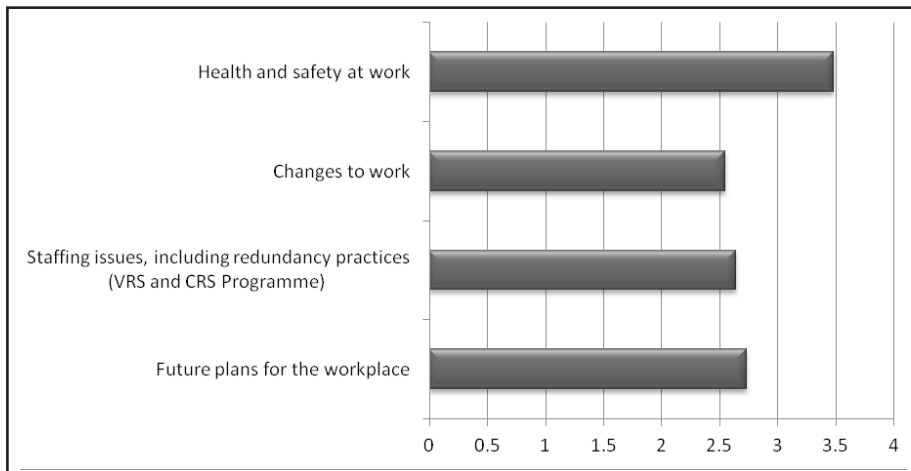
The table 5 depicts the weighted means and overall rank of the factors as asked by management for employees' views in their workplace. Results in table indicate that most important factor as asked by management for employees' views in the workplace is changes to work followed by staffing issues including redundancy practices such as VRS and CRS programmes.. The least two important factors as asked by management for employees' views in their workplace are future plans for the work place and health and safety at work.

Table 5: Weighted Means and the Rank of the Factors as Asked by Management for Employees' Views in Their Workplace.

Description	1	2	3	4	Mean	Rank
How often are you and others working here asked by management for your views on any of the following?						
a. Future plans for the workplace	11	52	-	4	2.73	3
b. Staffing issues, including redundancy practices (VRS and CRS Programme)	11	2	52	2	2.64	2
c. Changes to work	15	-	52	-	2.55	1
d. Health and safety at work	11	-	2	54	3.48	4

*1 = frequently 2= Never 3=Hardly ever 4= Sometimes

Fig 2: Weighted Means and the Rank of the Factors as Asked by Management for Employees' Views in Their Workplace.



The findings from the data analysis indicate that Nepalese state owned banks under restructuring program use regular newsletters distributed to all employees for communication and consultations. The management regularly gives information to employees or their representative about the internal investment plans of the organization. Organizations have had meetings between senior managers and the whole workforce either altogether or group by group. The major issues which are discussed at the meeting are production issues, employment issues, financial issues, future plans of the organization and the work organization. A small proportion of time less than 10% meeting time is usually available for questions and to offer views from employees. Most important channels useful for making employees up to date are E-mail, workplace newsletter or magazine, official website and notice boards. Results indicate that most important factor as asked by management for employees' views in the workplace is changes to work and staffing issues including redundancy practices such as VRS and CRS programmes.

V. DISCUSSION AND CONCLUSION

With regard to employee communication and participation, the study revealed that the state-owned banks are improving communication through the use of workplace newsletters, official website and e-mail. Findings of the study revealed that the information about the internal investment plans, HR planning, financial position of the organization, technological change, and restructuring and redundancies programme are communicated to employees. Employees' representatives are participated in meeting with senior managers to discuss on production issues, employment issues, financial issues, future plans and work organization issues but, a small proportion about 10 percent of the meeting time is usually available for questions from employees or for offering their views.

There are some similarities of this study with the Cooke (2002) study conducted in china. The Cooke (2002) study found that after the reform policy of the Chinese government a new employment relations system was constructed with the emerging market economy in China. The state-owned enterprises of China downsized the structure, has invested heavily in training, recruitment of university graduates, performance and competencies based compensation and promotion.

This study is consistent with Budhwar (2001) study conducted in India. The study concluded that after the liberalization of Indian economy, the new economic environment has initiated a paradigm shift in the system of employment relation in India. Indian organizations are equipping themselves with new management techniques and the various aspects of the management function which are helpful in maintaining good ERs such as career development, appraisal, reward system, industrial democracy, and personnel practices of recruitment are given more important than others. The Cranet (2004) survey in Nepalese organizations identified that there has been improvement in the situation of employee relations and communication in the past few years. This study also identifies the improvement in employees' communication and participation at the workplace.

VI. IMPLICATIONS AND LIMITATIONS

This research examined employee participation and communication practices in the context of a restructuring of state-owned banks. Considering the present dynamic business environment the results of this research concluded that State owned banks need to focus on employees' involvement and communication in workplace changes and work re-organization. The research has provided a reasonable picture of employee participation and communication in the state owned banks after restructuring them.

This study expects that the result of the study will have several beneficial applications, particularly in employment relation and human resource management issues. Employee participation and communication should be improved for the effective implementation of the restructuring programme. The study expects that the result of the study will have several beneficial applications, particularly in human resource management issues such as employees' communication, participation practices. The level of increasing the employees'

communication and participation practices can improve organizational effectiveness. This study adds to researchers and practitioners to understand the key elements of employee communication, participation practices in Nepalese state owned commercial banks.

The study is restricted to two state-owned organizations in the banking sector. In this study, the view of only managerial and officer levels personnel were examined. In order to get a comprehensive picture, the views of other key actors such as non-managers should be gathered. Only descriptive statistics were used for data analysis. The sample was relatively small and only examined two banks those are under restructuring. The limitation of the study provides the opportunity to future study.

REFERENCES

- Adhikari, D. R. (2010). *Human Resource Management*. Kathmandu: Buddha Academic Enterprises.
- Agrawal, G. R. (2005). *Organizational Relation in Nepal*. Kathmandu: M.K. publisher and Distributer.
- Bhatti, K. K. & Qureshi, T. M. (2007). Impact of Employee Participation On Job Satisfaction, Employee Commitment And Employee Productivity. *International Review of Business Research Papers*, Vol.3 No.2, 54 – 68. Available from: <http://www.bizresearchpapers.com/Bhatti.pdf> [accessed May 6 2010].
- Brewster, C. & Hegewisch, A. (1994). *Policy and Practice in European Human Resource Management. The Price Waterhouse Cranfeld Survey*. London: Routledge.
- Budhwar, P.(2003). Employment Relations in India. *Employment Relations*, Vol. 25, No.2.
- Byrne, Z.S.& Lemay, E. (2006). Different media for organizational communication: Perception of quality and satisfaction. *Journal of Business and Psychology*, Vol. 21, No.2, 149-173.
- Cranet survey (2004). HRM in Nepal. In Adhikari,D.R.(2010) eds. *Human Resource Management*. Kathmandu: Buddha Academic Enterprises.
- Carrie`re,J. & Bourque C.(2009). The effects of organizational communication on job satisfaction and Organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*, Vol. 14, No.1, 29-49.
- Clampitt, P. G., & Downs, C. W. (1993) Employee perceptions of the relationship between communication and productivity: A field study. *The Journal of Business Communication*, Vol.30, No.1, 5-28.
- Cooke L. (2002). Ownership Change and Reshaping of Employment Relations in China: A Study of two Manufacturing Companies. *Journal of Industrial Relations*, Vol. 44, No.1.
- Cooke, W.N. (1992). Product Quality Improvement through Employee Participation: The Effects of Unionization and Joint Union-Management Administration. *Industrial & Labor Relations Review*, Vol. 46 No.1, 119–134.
- Downs, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, Vol.14, No.3, 63-74.
- Downs, T. M. (1990). Predictors of communication satisfaction during performance appraisal interviews. *Management Communication Quarterly*, Vol.3 No.3, 334-354.
- Drehmer, D. E., Belohlav, J. A. & Coye, R.W. (2000). An Exploration of Employee Participation Using a Scaling Approach. *Group & Organization Management*, Vol. 25 No. 4, 397-418.
- Economic Survey* (2008). Kathmandu: Ministry of Finance, Government of Nepal.
- Economic Survey* (2010). Kathmandu: Ministry of Finance, Government of Nepal.
- Goldhaber, G. M., Porter, D. T., Yates, M. P., & Lesniak, R. (1978). Organizational communication: State of the art. *Human Communications Research*, Vol. 5, 76-96.

- Hargie, O., Tourish, D., & Wilson, N. (2002). Communication audits and the effects of increased information: A follow-up study. *The Journal of Business Communication*, Vol.39, No.4, 414-436.
- Heller, F. (2003). Participation and Power: A Critical Assessment. *Applied Psychology: An International Review*, Vol.52, No.1, 144-63. Cited in: Richardson, M., Danford, A., Stewart, P. & Pulignano, V. (2010). Employee participation and involvement: Experiences of aerospace and automobile workers in the UK and Italy. *European Journal of Industrial Relations*, Vol.16, No.1, 21-37.
- Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Brothers.
- Kersley, B., Alpin, C., Forth, J., Bryson A., Bewley, H., Dix, G., & Oxenbridge, S. (2006). Inside the work place: First Findings from the 2004 Workplace Employment Relations Survey. [Online] UK: Department of Trade and Industry. Available from: <http://www.berr.gov.uk/files/file11423.pdf> [accessed 15 May 2010].
- Lawler, E. E. (1986). *High Involvement Management*. San Francisco: Jossey-Bass.
- Locke, E. A., & Schweiger, D. M. (1979). Participation in decision-making: One more looks. In B. M. Staw (Ed.), *Research in organizational behavior*, Vol.1, 265-339, Greenwich, CT: JAI. Cited in: Drehmer, D. E., Belohlav, J. A. & Coye, R.W. (2000). An Exploration of Employee Participation Using a Scaling Approach. *Group & Organization Management*, Vol.25, No.4, 397-418.
- Muchinsky, P. M. (1977). Organizational communication: Relationships to organizational climate and job satisfaction. *Academy of Management Journal*, Vol. 20, No.4, 592-807.
- NRB (2006). *Financial Sector Reform programme*. Kathmandu: Nepal Rastra Bank
- Orpen, C. (1997). The interactive effects of communication quality and job involvement on managerial job satisfaction and work motivation. *The Journal of Psychology*, Vol.131, No.5, 519 -522.
- Pant, P.R. (2009). *Principles of Management*. Kathmandu: Buddha Academic publisher and distributor.
- Pfeffer, J. (1994). *Competitive Advantage through People*. Boston: Harvard Business School Press.
- Pincus, J. D. (1986). Communication satisfaction, job satisfaction, and job performance. *Human Communication Research*, 12(3), pp. 395-419.
- Pincus, J. D., Knipp, J. E., & Rayfield, R. E. (1990). Internal communication and job satisfaction revisited: The impact of organizational trust and influence of commercial bank supervisors. In Grunig J. & Grunig L. eds. *Public Relations Research Annual*. Hillsdale, NJ: Lawrence Erlbaum Associates, 173-191.
- Robbins, S.P. (2001). *Organizational Behaviour*. New Delhi: Prentice-Hall.
- Rotenberry, P. F. & Moberg, P. J. (2007). Assessing the impact of job involvement on performance. *Management Research News*, Vol.30, No.3, 203-215.
- Shrestha, G.K. (2004). Financial Sector Reforms in Nepal. *Economic Review*. NRB, No.16, 75- 90.
- Snyder, R. A., & Morris, J. H. (1984). Organizational communication and performance. *Journal of Applied Psychology*, Vol.69, No.3, 461-465.
- Upadhyaya, U. (2005). Restructuring Enterprises and Workforce in Nepal. In Rimal, B., Upadhyaya, U. & Khatiwada, P. eds. *Issue of the World of Work in Nepal*. Kathmandu: Gefont
- Wright, B. E. & Kim, S. (2004). Participation's Influence on Job Satisfaction: The Importance of Job Characteristics. *Review of Public Personnel Administration*, Vol.24, No.1, 18-40.
- Yammarino, F.J. & Naughton, T.J. (1988). Time spent communicating: a multiple levels of analysis approach. *Human Relations*, 41 (9), pp. 655-76. Cited in: Carrie`re, J. & Bourque C. (2009). The effects of organizational communication on job satisfaction and Organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*, Vol.14, No.1, 29-49.
- Zmud, R. (1978). An empirical investigation of the dimensionality of the concept of information. *Decision Sciences*, 9, pp. 187-195. Cited in: Byrne, Z.S. & LeMay, E. (2006). Different media for organizational communication: Perception of quality and satisfaction. *Journal of Business and Psychology*, Vol. 21, No.2, 149-173.