Impact Of Organizational Communication On Employee Relations And Productivity Among Millennial And Gen Z At Workplace

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ARTICLE INFO	ABSTRACT
	It is important that an organization thrives and expand, this can be done if it identifies the need to make sure that your employees are able to openly and honestly share their ideas and opinions with one another. Both the management and the employees play important roles in the company's success. According to a report by PwC in 2021, millennials and generation Z make up 38% of global workforce and this percentage is expected to rise to 58% by 2030. This research seeks to learn more about their perspectives on the workplace and examine whether or not these biases affect their efficiency and effectiveness. It was found that organizational communication affects employee relations when the employees are able to build a positive rapport with their managers, the relationship flourishes, thereby having no hindrances in the communication.
	It was also observed that there are significant differences in how millennials and generation Z view their roles and responsibilities in the workplace. The primary goals of this research are (1) to assess the affect of organizational communication employee relations (2) to analyze if organizational communication affects employee relations and productivity and (3) to understand the current perception of employees about the organization that may affect productivity at workplace.
	Keywords: Intergenerational communication, employee relations, Millennials, Gen Z, Gen Y workplace communication, work performance, productivity, organizational communication, motivation

CHAPTER 1: INTRODUCTION

Current corporate India is a mix of five different generations, there are significant impacts for such a workplace due to the generational differences in preferred methods of interaction, skill sets, and approaches to work. Therefore, it becomes now, more than ever, to understand the characteristics of these individuals from different generations in order to bridge the communication gap, make employees feel comfortable approaching those from other generations and improve overall work performance. The ability to communicate effectively in the workplace is essential to the development and upkeep of high-quality working relationships inside organizations. Effective communication in the workplace is crucial since every administrative job and activity requires some sort of communication, either directly or indirectly. Communication may be seen as the process of passing knowledge and shared understanding from one person to another. As a consequence of this, in order to enhance the efficiency of communications, administrators need to cultivate an understanding of the significance of their obligations and remain committed to fulfilling them. The capacity of an administrator to be an influential leader will be significantly boosted by effective communication in the workplace (Birikorang et al. 2014).

Not only can unclear communication lead to mistakes and missed deadlines, but it is also the primary cause of a wide variety of other significant problems in the workplace, such as low morale among employees and bad job performance. The managers should devote the appropriate amount of effort to ensure that the project's objectives and directions are clear and should also work to cultivate an atmosphere that promotes the free flow

of ideas among the team members (Goutam, 2013). Having an understanding of the characteristics that distinguish the various generations makes it possible to leverage on the advantages offered by each generation, inspire individuals, and maintain and foster cooperative relationships among the teams at the workplace. (Valickas, 2017). Managers should therefore establish a setting in which work-related problems, proposals, concerns, opinions and ideas are discussed and treated in a professional and proficient manner through positive and effective communication. This environment should be created so that administrators can fulfill their responsibilities. Understanding the communication preferences and practices of today's Gen Y and Gen Z workers may have significant positive effects on both the business and its workforce.

Leaders cannot function with a one-size-fits-all mindset in today's intergenerational workforce. The economy, technology, school systems, parenting styles, and other factors all have an influence on how workers learn, interact, and operate. Employers are omitting essentials for successful leadership by believing that all younger-generation workers - Generation Y (millennials) and Generation Z - display the same qualities. The most effective leaders understand their people' diverse workplace requirements and styles of learning (Schooley, 2023). In Spite of having several discussions regarding how its is important to to understand the these generational differences, there is a large gap between the companies that have a multigenerational workforce and the companies that have dominant generations, and many organizations tend to overlook age diversity as part of their DEI initiatives, even though leaders even today recognize that a multigenerational workforce is essential to the positive growth of the organization.

This involves employing workers from a wider range of backgrounds, assisting employees in climbing the corporate ladder, delegating greater decision-making authority to them, and fostering dialogues. Young people who are looking for work say they are sensitive to anything that even somewhat resembles performance (Jennifer Miller, 2021). Both employers and workers have a vital role to play in understanding the significance of effectively communicating with one another to help employees of all ages, which would indeed enable them to remain employable over a long period of time.

Many studies have shown that organizational communication helps unleash the power of the business and its people. Employees that communicate successfully within the organization's hierarchy will see an improvement in productivity. The simple act of delivering enough and essential information at the appropriate moment can save a significant amount of work time, enabling for more tasks to be completed. Communication is also essential for improving employee-employer relations. Excellent collaboration equals better production. Knowing what needs to be done is another benefit of communication in an organization since it allows tasks to be completed more quickly. Hence it becomes interesting to understand the relationship between organizational communication and employee relations and its effect on productivity while also understanding the perceptions of the gen Y and gen Z at the workplace. It is possible for companies to benefit from the unique views and skill sets that employees from all these generations bring to the table. The chance that they have is to actively create and shape a culture that is conducive to their needs in the years to come. To effectively harness the transformation, a proactive move is what is required. Understanding and incorporating the perceptions of these generations can benefit businesses because it increases the likelihood that employees across all generations will feel heard and understood at work, which in turn, increases their sense of loyalty and commitment to the company.

Organizations may use the information in this paper to design and implement programmes and activities that will inspire and engage the millennial and Gen Z workforce. It may help organizations get insights into how to better communicate with their employees, which in turn can boost employee relations and productivity. By understanding the opinions of these generations it could benefit a lot of organizations as they are the future workforce. With its focus on corporate employees, this study can serve as a guide for future studies that aim to examine the nature of organizational communications in companies across different sectors. In addition, it can serve as a resource for academics and students conducting their own study within the purview of organizational communication.

CHAPTER 2: LITERATURE REVIEW

2.1 Organizational communication

According to Goutam (2013) because of the nature of our working environment, we rely on one another to accomplish all that we set out to do. As real shifts are taking place in modern organizations, which are confronting the new reality of firmer staffing, high workloads, working overtime, and a greater emphasis on achievement, risk-taking, and adaptability, it is a self-evident fact that workplace communication plays an important role in employee motivation and performance. The management of an organization's employee relations results in a particular necessity for successful communication, which is a subset of the overall need to communicate that occurs within this context. (Goutam, 2013)

As stated by Sadia, it is essential to have a solid understanding of the many aspects of organizational communication as well as the effects these aspects have on the efficiency of internal communication and the productivity of workers inside a company. Research in this area is extremely uncommon, and it is necessary to have an understanding of how distinctive characteristics can be added by the organizational link. This will allow for the formation of a close relationship with the dimensions of effective internal communication for

improving productivity and the staff cooperation model, and it will also include the likely vulnerabilities associated with this stage of life and the many influences that are associated with it. (Sadia et al., 2016)
It is possible to increase work satisfaction by concentrating on the establishment of an effective communication environment. In addition, employees who belong to various generations may describe what really constitutes a great communication atmosphere in quite different ways (Mehra & Nickerson, 2019). According to Bucăţa & Rizescu, the process of communication inside an organization is a crucial instrument for management, as well as a particularly complicated aspect of the management system. As a tool for management, communication serves the purpose of easing interpersonal interactions and creating conditions that are constructive to the growth of a company from the inside out (Bucăţa & Rizescu, 2017).

2.1.2 Employee communication for creating engaging workspaces
The role of employee communication is essential in the configuration of an integrated employee relations attitude that is favorable to employee voice. Employee engagement is defined as the communication of ideas, suggestions, concerns, or opinions regarding issues related to working with the intention of improving the functioning of the organization or the unit (Morrison, 2011). In this view, employee communication is seen as a component of the corporate environment that serves as an antecedent of employee engagement (Mazzei, 2018). Employee communication retains people in feeling a sense of belonging to the company, builds a transparency culture between management and employees, enables people to share knowledge and create meanings, motivates the employees to communicate their thoughts and opinions with top management, involves employees in conversation about their responsibilities and goals, and facilitates the linking of the objectives and values of employees to that of the company.(Mazzei et al., 2019)

2.1.3 Employee Engagement and Workspace Productivity
The findings of the study conducted by Alshammari indicate that employee engagement is positively linked to a variety of other variables, including job involvement, employee communication, and elongated employee care. Employee engagement is also positively linked to working efficiency, work satisfaction, team and co-worker relationships and even career advancement. The findings make it abundantly clear that employee engagement is inextricably linked with employee feelings and perceptions about the organization and the value associated with it. This, in turn, gives employees the freedom and autonomy to approach their work in a manner that ultimately results in the employees' improved performance. (Alshammari, 2015)
The findings of the study by Omunakwe, Nwinyokpugi Indicate that the productivity level will increase if the elements of workplace interpersonal relationships (employee communication, team building, social support) are adopted in organizations and managers devote their attention to it in an unwavering manner. The findings of the research indicate that interpersonal relationships in the workplace have an impact on organizational productivity. (Omunakwe et al., 2018)

2.1.4 Intergenerational Employee Communication
According to Yan Guan, people tend to prefer their own generation or authority group more than other age or authority groups, which results in communication that is stereotyped and biased towards outgroups. According to the findings of this study, young people in Asia have potentially more pessimistic views about intergenerational communication compared to their Western counterparts (Yan Guan, 2009). Discussions in mainstream publications on differences in generational groups in the workplace imply that members of more recent generations, such as Generation Y and X, have different work ethics than do those of the Silent generation and the Baby Boomers generation (Hansen & Leuty, 2011).
Poor communication while speaking with individuals of various age groups results in a lack of credibility, which makes the workplace/business challenging. This lack of trust leads to arguments and confrontations, as well as systematically impacts the harmony surrounding them (Zehrer & Leiß, 2020). According to the findings of this research by Radulescu, employees would prefer HR strategies that take into consideration generations as a whole. As a result, we have come to the conclusion that it could be better for businesses to reconsider their preferences for programs that are targeted at particular generations. This finding is in keeping with the findings of the primary practices that contribute to the growth of multigenerational companies, which are as follows:
a) greater competition for talent;
b) more generations able to work in mixed groups; and
c) a clearer connection between productivity and the workplace environment.
The initiatives that are centered on prioritizing the demands and wishes of Millennials and Generation Z is a popular trend among firms at the moment. (Radulescu et al., 2018)

2.1.5 Generation Y and Generation Z at the Workplace
According to Myers & Sadaghiani, there is widespread concern about how communication with Millennials will affect organizations and how they will develop relationships with other members of the organization. Millennials are characterized as individuals who were born between 1979 and 1994. Stereotypes about this generation portray them as being self-absorbed, unmotivated, disrespectful, and disloyal (Myers & Sadaghiani, 2010).

The Millennial Generation in the workplace is receiving a growing amount of attention due to the fact that it has been established that Millennials express distinct attitudes, values, views, and goals in the workplace compared to the generations who came before them. (Chou , 2012)

Despite the significant rise in the volume of research that has been conducted on Millennials in the workplace, there are still two significant research topics that need to be addressed. To be more specific, when it comes to their introduction into the workforce, what kind of leadership and communication styles do Millennials exhibit? (Chou , 2012)

It is critical to have an understanding of the ways in which millennials collaborate with their contemporaries as well as the signs that workers may be experiencing intergenerational cultural differences (LaCore, 2015). They are digital natives, and technology is ingrained in their identities since Gen Z individuals were born and raised with the technology that exists today. Although members of this generation are currently working in organizations, very little is known about the traits, requirements, qualities, and work styles of this generation. They approach work in a manner that is distinct from both Generation Y and Generation X. Without a solid knowledge of this generation; organizations suffer difficulty in recruiting and retaining its members, which is necessary for the organizations to continue their sustainable development (Gaidhani et al. 2019).

By better understanding the differences and similarities that exist between the generations, professionals in human resources, psychologists, employees, and managers can develop policies that improve communication, enhance corporate knowledge management and productivity, and improve satisfaction, commitment, and retention. When it comes to the workforce, it is beneficial to have a fundamental awareness of the differences that occur between various generations (Cennamo & Gardner, 2008).

It is possible to say that inability to recognize generational differences in the workplace may result in unfavorable organizational consequences such as ineffective communications, intergenerational disputes, negative feelings towards work colleagues, and a decrease in morale and productivity. (Omar Ali Alferjany & Alias, 2020). These differences may be seen in many aspects of the workplace. It is vital to continue the examination of the different generations' experiences in the workplace. At the same time, it is essential to recognize the commonalities that exist among employees of all ages and degrees of skill. Both of these things are essential. This knowledge has the potential to be used into managerial practices in order to enhance communication and understanding. When there is a steady flow of effective communication in businesses, strong bonds are developed between staff and management. As a result, workers gain trust, which in turn leads to increased levels of productivity on their part (Sadia et al., 2016). It seems that prior generations had different expectations and drivers of behavior than the current generations, particularly generation Z and also generation Y. When members of these generations join the workforce, they will bring with them a set of requirements that are all their own. It is important for the organization to find out what matters to these generations in advance so that it can increase its attractiveness both within and outside of the business world. This will allow the organization to demonstrate a workplace culture that will give it a distinct advantage in the lookout for talented employees from these generations which will indeed enable the organization to sustain its growth and continue to be successful throughout its presence (Gaidhani et al., 2019)

2.2. Theoretical framework
This paper will employ general theories in general organizational behavior theories as follows:

2.2.1. McGregor's Theory X and Theory Y
Theory X leadership is not opportunistic since there is minimal connection between the leader and the follower in terms of satisfying the follower's needs. It all comes down to the leader (William J. Carnes, 2009). Managers in Theory X are detail-focused and concerned with data and numbers. They do not show the slightest bit of concern for human welfare. So, appealing to their sense of morality or empathy is not a logical course of action. Even if he or she is assigned an impossible job or deadline, an employee working for a boss according to theory X should be positive and constructive rather than critical and negative while explaining the reasons why the expectation cannot be met. Theory Y is contextual, and it postulates that leaders should be more adaptable to the followers. To put it another way, the leaders of Theory Y would have a far simpler time adjusting to the circumstances than the leaders of Theory X may have. (William J. Carnes, 2009). People are able to enjoy their job if they exercise significant self-control and do it under ideal conditions, as postulated by assumptions of Theory Y. Leaders that adhere to Theory Y provide greater performance and results, which in turn enable individuals to advance their careers. (Mohammad Saiful Islam, 2017)
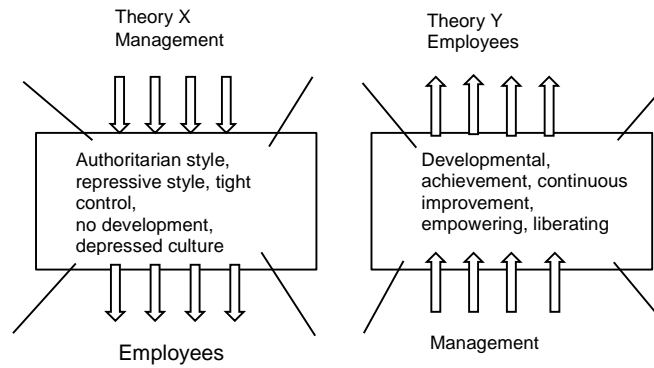
(Source: Fundamentals of Management, Otokiti (2006))

The study will use theory X and theory Y to make assumptions based on the personalities of the generations and also about the leadership of the organization based on what the employees of a particular organization have to say. This theory will help understand if the employees have a pessimistic or optimistic view about the organization and its influence in participating in the communication process.

2.2.3 Anxiety/Uncertainty Management Theory (AUM)

According to *Gudykunst (1993)*, there is a sequence of characteristics that are intrinsic towards each communicator and are influenced by their natural inclinations and life experience. These factors cause anxiety and uncertainty in interpersonal connection and cause communication to become less successful. The model can be demonstrated as follows:
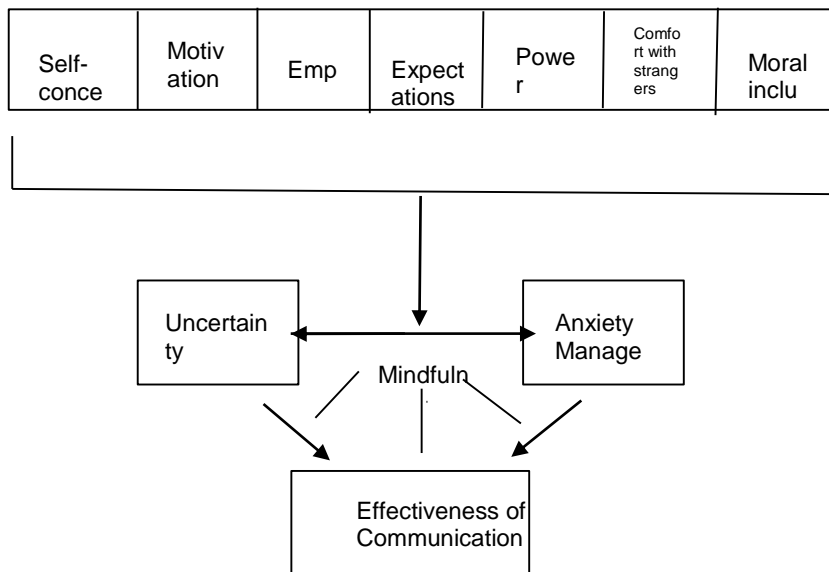
Fig 2: *Gudykunst (1998)*

Anxiety/uncertainty will occur when presented with interpersonal interactions, depending on the amount to which each of these elements affects the individual. *(Brady D. Lund, 2020)*

When interacting with persons of other generations, members of one generation may be less receptive than those of their own generation to the perspectives and ideas of those of other generations. There is a possibility that members of a different generation may incorrectly generalize about some people from a different generation. The Anxiety and Uncertainty Management Theory could be able to provide some insight on the question of whether or not this evaluation is acceptable.

2.4. Conceptual framework

The conceptual framework is centered on how organizational communication influences employee relations at work. Employee interactions have an impact on workplace productivity. The attitude and perceptions of the organization's employees have an impact on productivity since it determines their motivation to work and the quality of the work they deliver. The following is the conceptual framework of this research –
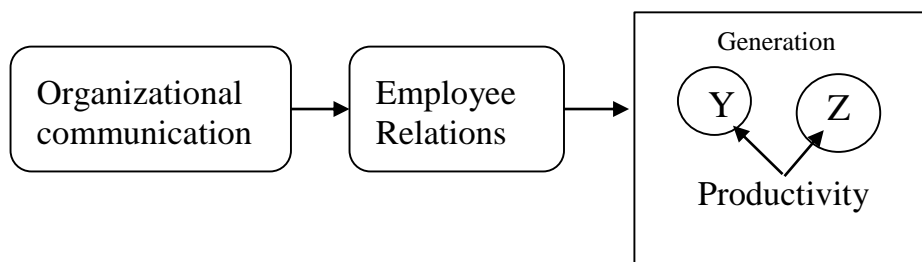
Intergenerational Communication: The workplace has evolved into a multigenerational setting. Generational differences can make productive communication more difficult. Miscommunication, misunderstanding, and, in extreme cases, no communication at all may result from the generational difference between baby boomers, Generation X, and Millennials and Gen Z.

Employee Relations: Employee relations are the interactions between both employers and employees. Effective employee relations extends much beyond whether or not the employees of the firm get on very well. Effective employee relationship requires efficient communication, employee engagement efforts, a systematic employee experience strategy, and proper implementation of all of these.

Productivity: Employee productivity is a measure of how much work an employee completes in a given amount of time. It may also be used to quantify a group's or team's performance.

2.5 Statement of problem

Many organizations still suffer with challenges linked to communication, such as a lack of feedback and an inability to interact across various generations. This presents a dilemma since it is important to learn how to interact across generations. Intergenerational communication is a major difficulty that organizations confront, and it may be caused by a lack of precision in understanding the views of specific generations. This may lead to lower employee motivation, which can have an effect on productivity.

Another problem that organizations encounter is a lack of feedback, which may leave employees feeling devalued and unsupported. Feedback is critical for employee development and growth, particularly for new employees. As a result, this study investigates the effect of organizational communication on employee relations and productivity while also understanding how the generations of Y and Z feel at their workplace and also trying to understand from their perspective as to how there can be effective communication in terms of delivering feedback and also improving employee relations.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

This study employs a mixed method approach. As a part of quantitative study, the methods employed were a structured questionnaire containing both open and closed ended questions was studies with 103 respondents belonging to the Y and Z generations. The questionnaire was designed to understand the current workplace situations of the organizations that these generations work. The questionnaire also had questions regarding their current relationship with both the leadership (managers) and the employees at their workplace. Once the survey responses were collected, the data was coded and was analyzed using the IBM SPSS 26.0 software in which the regression sampling technique was employed. The technique used within this was stepwise backward regression which identified the significant values for the dependent variables that were given to the software. The results were verified by looking at the ANOVA table as well as the graphs that were displayed by the software. For the regression analysis the dependent variables that were taken into consideration were: Employee Relations, the coefficients and the significance were identified for this question as well as Productivity, the coefficients and the significance were identified for the question. Along with this the organizational communication and the perceptions of the employees were also analyzed using **stepwise backward regression.**

For qualitative study in - depth interviews with a set of 5 employees working in the corporations were identified from each of the generations of Y and Z and were interviewed. The questions posed to them were regarding the organizational communication at the firms they work in and if they face any hindrances while communicating with their managers. These employees were also asked for some suggestions regarding how this communication can be improved and made seamless. The quantified data helped in understanding the dominant perceptions regarding the workplace of Gen Y and Gen Z and their relationship with the organization.

3.2 Sampling framework

This study was conducted on the members of generation Y and generation Z, to understand their workplace perceptions and the kind of communication that is employed at the organization and hence the target population that were identified were the generations Y and Z working in the corporates who belong to different

parts of India. Millennials or Generation Y were born between 1981 to 1996 and Generation Z was taken from 1997 to 2001. A snowball sampling technique was employed for the same. A total of 108 respondents were studied through 103 responses in the questionnaire survey and 5 respondents in the in-depth interview.

3.3. Objective of the study
The main objective of the study is to investigate the effect of organizational communication on employee relations and productivity based on the following objectives:
➔   To understand whether or not the members of generation Y and Z are satisfied with the organizational communication at their workplace.
➔   To suggest measures to improve the overall productivity at the workplace by understanding what the members of generation Y and Z want, thereby by also suggesting measures to improve intergenerational communication.
➔   To understand the current perceptions about their organization among Gen Y and Gen Z at their workplace
The research seeks to provide answers to the research questions developed for this study, which are as follows:
a)   Is there a relationship between organizational communication and employee relations and productivity?
b)   What is the role of continuous feedback on employee productivity?
c)   Do the generations Y and Z have certain beliefs and values which affect organizational communication?
d)   What are the ways that are favorable for Gen Y and Gen Z to improve productivity at the workplace?
The following hypotheses were tested through this research:
H1: Good Organizational communication affects employee relations positively at the workplace
H2: Employee relations have an effect on the productivity at the workplace
H3: The perceptions that the employees have about the organization affects the productivity at the workplace.

CHAPTER 4: RESULTS AND DISCUSSIONS

4.1 Data Analysis
ANALYSIS FOR THE GENERATION Y (MILLENNIALS) USING IBM SPSS 26.0

Input: Q8 = {Q4, Q5, Q11, Q12, Q14}

Outputs:

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change
1	.592^a	.351	.300	.723	.351	6.847
2	.558^b	.311	.276	.735	-.040	2.320

Figure 1

R Square: 35% of the variation of Q8 is experienced by Q4, Q5, Q11, Q12, Q14
R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is 0.592.
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.727	3	3.576	6.847	.001^b
	Residual	19.845	38	.522		
	Total	30.571	41			
2	Regression	9.515	2	4.757	8.812	.001^c
	Residual	21.057	39	.540		
	Total	30.571	41			

Figure 2

In the ANOVA table, the **value of F is 8.812,** which is high. **Significance or P should be less than 0.05.** Hence, it can be concluded that out of several variables' transparency in communication, comfort in expressing ideas by employees, frequency of communication, seamless communication and employee relations (Q4, Q5, Q11, Q12, Q14) have a significant impact on the dependent variable internal organizational communication (Q8).

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	-1.246	.668		-1.865
	q4	.284	.186	.208	1.523
	q5	.512	.205	.342	2.503
	q12. How much would you rate the team you're working for in terms of communicating seamlessly- 1 - Poor 2 - Fair 3 - Good	.491	.194	.334	2.531
2	(Constant)	-.796	.609		-1.306
	q5	.598	.200	.399	2.987
	q12. How much would you rate the team you're working for in terms of communicating seamlessly- 1 - Poor 2 - Fair 3 - Good	.518	.197	.352	2.637

Figure 3

Coefficients

Model		Collinearity Statistics VIF
1	(Constant)	
	q4	1.096
	q5	1.092
	q12. How much would you rate the team you're working for in terms of communicating seamlessly- 1 - Poor 2 - Fair 3 - Good	1.019
2	(Constant)	
	q5	1.010
	q12. How much would you rate the team you're working for in terms of communicating seamlessly- 1 - Poor 2 - Fair 3 - Good	1.010

Figure 4

The most significant variables out of all the inputs that were given are: Q5 and Q12.
The values of standardized *Beta* for the significant variables are as follows:
For Q5, *Beta* = 0.399
For Q12, *Beta* = 0.352
Arranging the values from most significant to least significant

Q5 (*Beta* = 0.399) > Q12 (*Beta* = 0.352)

The highest value of Beta is for Q5, meaning that Q5 is the most significant variable for the dependent variable Q8.
For Unstandardised B:
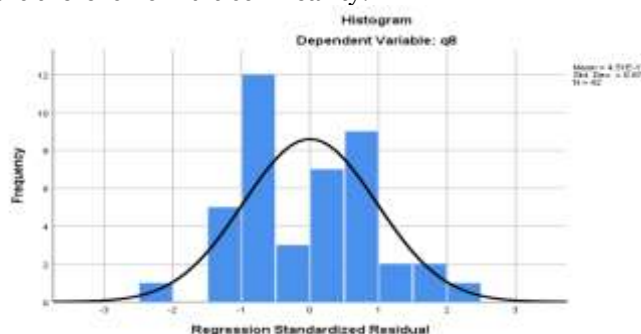One unit change in variable Q5 there would be 0.598 unit change in Q8 (Dependent variable)
For standardized *Beta*:
1% change in Q5 would be equal to 0.399 change in Q8 (Dependent variable)
Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.

Figure 5
The histogram is almost normal, hence it does not violate the assumptions of the regression for Q8.

Input: Q14 = {Q4, Q5, Q6, Q8, Q10}

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.789ª	.623	.570	.453	.623	11.879	5
2	.788ᵇ	.621	.580	.449	-.002	.194	1
3	.785ᶜ	.617	.586	.445	-.004	.382	1
4	.774ᵈ	.599	.579	.449	-.017	1.711	1

Figure 6

R Square: 62% of the variation of Q14 is experienced by Q4, Q5, Q6, Q8, Q10
R: It is the square root of R Square and it's value should be between -1 to +1, the value of R in this output is 0.789
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.215	5	2.443	11.879	.000ᵇ
	Residual	7.404	36	.206		
	Total	19.619	41			
2	Regression	12.175	4	3.044	15.130	.000ᶜ
	Residual	7.444	37	.201		
	Total	19.619	41			
3	Regression	12.098	3	4.033	20.377	.000ᵈ
	Residual	7.521	38	.198		
	Total	19.619	41			
4	Regression	11.760	2	5.880	29.179	.000ᵉ
	Residual	7.859	39	.202		
	Total	19.619	41			

Figure 7

In the ANOVA table, the value of **F is 29.179**, which is high.
Significance or **P should be less than 0.05. For this analysis significance is 0.000**
Hence, it can be concluded that out of several variables (Q4, Q5, Q6, Q8, Q10), some variables have a significant impact on the dependent variable Q14.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations
		B	Std. Error	Beta	t	Sig.	Zero-order
1	(Constant)	.489	.600		.815	.420	
	q4	.388	.121	.355	3.202	.003	.569
	q5	.190	.149	.158	1.278	.210	.466
	q6	-.080	.134	-.072	-.601	.551	.310
	q8	.416	.098	.519	4.252	.000	.688
	q10	-.152	.345	-.047	-.441	.662	-.241
2	(Constant)	.286	.380		.752	.457	
	q4	.392	.119	.359	3.285	.002	.569
	q5	.204	.143	.170	1.423	.163	.466
	q6	-.082	.132	-.073	-.618	.540	.310
	q8	.418	.097	.522	4.328	.000	.688
3	(Constant)	.192	.346		.556	.582	
	q4	.387	.118	.355	3.278	.002	.569
	q5	.177	.136	.148	1.308	.199	.466
	q8	.402	.092	.502	4.355	.000	.688
4	(Constant)	.451	.287		1.574	.123	
	q4	.412	.118	.377	3.497	.001	.569
	q8	.447	.086	.559	5.176	.000	.688

Figure 8

Coefficients*

Model		Correlations			
		Partial	Part	Tolerance	VIF
1	(Constant)				
	q4	.471	.328	.850	1.176
	q5	.208	.131	.685	1.460
	q6	-.100	-.062	.735	1.360
	q8	.578	.435	.703	1.422
	q10	-.073	-.045	.905	1.105
2	(Constant)				
	q4	.475	.333	.856	1.168
	q5	.228	.144	.719	1.391
	q6	-.101	-.063	.736	1.359
	q8	.580	.438	.705	1.418
3	(Constant)				
	q4	.470	.329	.860	1.163
	q5	.208	.131	.791	1.264
	q8	.577	.437	.759	1.318
4	(Constant)				
	q4	.489	.354	.882	1.134
	q8	.638	.525	.882	1.134

Figure 9

The most significant variables out of all the inputs that were given are: Q4 and Q8
The values of standardized *Beta* for the significant variables are as follows:
For Q4, *Beta* = 0.377
For Q8, *Beta* = 0.559
The highest value of Beta is for Q8, meaning that Q8 is the most significant variable for the dependent variable Q14.
Arranging the values from most significant to least significant

Q8 (*Beta* = 0.559) > Q4 (*Beta* = 0.377)

For Unstandardised B:
One unit change in variable Q8 there would be 0.447 unit change in Q14 (Dependent variable)
For standardized *Beta*:
1% change in Q8 would be equal to 0.559 change in Q14 (Dependent variable)
Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.
Charts:

Charts

Histogram

Dependent Variable: q14. On a scale of 1 to 4, how would you rate employee relations at your workplace?
1 - Not Satisfied
2 - Moderately Satisfied
3 - Very Satisfied
4 - Extremely Satisfied

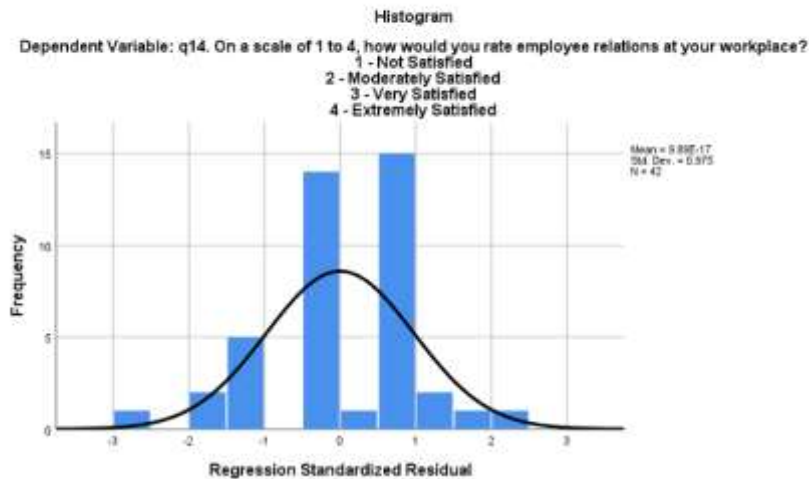*Figure 10*

The histogram is almost normal, hence it does not violate the assumptions of the regression for Q14.

Input: Q20 = {Q4, Q5, Q6, Q8, Q10, Q11, Q12, Q13, Q14, Q16}

Outputs:

Model Summary[h]

Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Wa tson
1	.643[a]	.414	.225	.408	.414	2.188	10	31	.047	
2	.643[b]	.413	.248	.401	-.001	.040	1	31	.842	
3	.641[c]	.410	.267	.396	-.003	.144	1	32	.707	
4	.636[d]	.404	.282	.392	-.006	.336	1	33	.566	
5	.631[e]	.398	.295	.389	-.006	.349	1	34	.559	
6	.608[f]	.370	.283	.392	-.028	1.629	1	35	.210	
7	.590[g]	.348	.277	.394	-.022	1.282	1	36	.265	1.914

Figure 11

R Square: 34% of the variation of Q20 is experienced by Q4, Q5, Q6, Q8, Q10, Q11, Q12, Q13
R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is 0.590.
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.635	10	.364	2.188	.047[b]
	Residual	5.150	31	.166		
	Total	8.786	41			
2	Regression	3.629	9	.403	2.502	.027[b]
	Residual	5.157	32	.161		
	Total	8.786	41			
3	Regression	3.605	8	.451	2.871	.015[d]
	Residual	5.180	33	.157		
	Total	8.786	41			
4	Regression	3.553	7	.508	3.298	.009[e]
	Residual	5.233	34	.154		
	Total	8.786	41			
5	Regression	3.499	6	.583	3.861	.005[f]
	Residual	5.287	35	.151		
	Total	8.786	41			
6	Regression	3.253	5	.651	4.233	.004[g]
	Residual	5.533	36	.154		
	Total	8.786	41			
7	Regression	3.056	4	.764	4.933	.003[h]
	Residual	5.730	37	.155		
	Total	8.786	41			

Figure 12

In the ANOVA table, the value of **F is 4.933**, which is moderately high.
Significance or **P should be less than 0.05. For this analysis significance is 0.003**
Hence, it can be concluded that out of several variables (Q4, Q5, Q6, Q8, Q10, Q11, Q12, Q13, Q14, Q16), some variables have a significant impact on the dependent variable Q20.

7											
	(Constant)	1.780	.496		3.586	.001					
	q5	.204	.111	.254	1.831	.075	.118	.288	.243	.916	1.092
	q11	.158	.089	.242	1.768	.085	.234	.279	.235	.941	1.062
	q13. How would you rate your team's ability to handle crises as a team? 1 - Poor 2 - Fair 3 - Good	-.492	.162	-.439	-3.046	.004	-.392	-.448	-.404	.849	1.177
	q16	.439	.248	.247	1.769	.085	.361	.279	.235	.903	1.108

Figure 13

The most significant variables out of all the inputs that were given are: Q5, Q11, Q13, Q16
The values of standardized *Beta* for the significant variables are as follows:
For Q5, *Beta* = 0.254

For Q11, *Beta* **= 0.242**
For Q13, *Beta* **= -0.439**
For Q16, *Beta* **= 0.247**
The highest value of Beta is for Q5, meaning that Q5 is the most significant variable for the dependent variable
Q20.
Arranging the values from most significant to least significant

Q5 (*Beta* = 0.254) > Q16 (Beta = 0.247) > Q11 (*Beta* = 0.242) > For Q13 (Beta = -0.439)

For Unstandardised B:
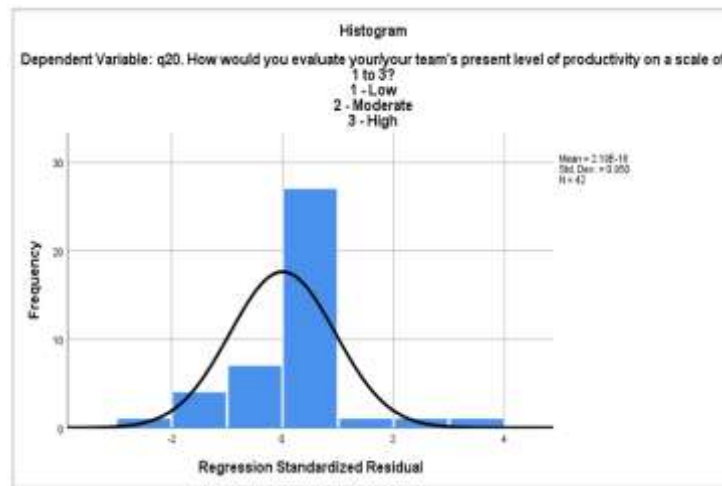One unit change in variable Q5 there would be 0.204 unit change in Q20 (Dependent variable)

For standardized *Beta:*
1% change in Q5 would be equal to 0.254 change in Q20 (Dependent variable)

Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.

Charts:

Figure 14

The histogram is almost normal, hence it does not violate the assumptions of the regression for Q20.

Input: Q23 = {Q4, Q5, Q8, Q22, Q24, Q25}

Outputs:

Model Summary^h

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.647ᵃ	.419	.278	.386	.419	2.970	8	33
2	.647ᵇ	.418	.298	.381	-.001	.033	1	33
3	.645ᶜ	.416	.316	.376	-.002	.119	1	34
4	.642ᵈ	.413	.331	.372	-.003	.203	1	35
5	.621ᵉ	.385	.319	.375	-.027	1.669	1	36
6	.607ᶠ	.369	.319	.375	-.017	1.007	1	37
7	.577ᵍ	.333	.299	.381	-.035	2.122	1	38

Figure 15

R Square: 33% of the variation of Q23 is experienced by Q4, Q5, Q8, Q22, Q24, Q25
R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is
0.577.
Adjusted R square: It is used when you have several component models with different variables, the highest
adjusted R Square must be chosen.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.548	8	.444	2.970	.013^b
	Residual	4.928	33	.149		
	Total	8.476	41			
2	Regression	3.543	7	.506	3.489	.006^c
	Residual	4.933	34	.145		
	Total	8.476	41			
3	Regression	3.526	6	.588	4.155	.003^d
	Residual	4.950	35	.141		
	Total	8.476	41			
4	Regression	3.497	5	.699	5.058	.001^e
	Residual	4.979	36	.138		
	Total	8.476	41			
5	Regression	3.267	4	.817	5.800	.001^f
	Residual	5.210	37	.141		
	Total	8.476	41			
6	Regression	3.125	3	1.042	7.396	.001^g
	Residual	5.351	38	.141		
	Total	8.476	41			
7	Regression	2.826	2	1.413	9.753	.000^h
	Residual	5.650	39	.145		
	Total	8.476	41			

Figure 16

In the ANOVA table, the value of **F is 9.753**, which is moderately high.
Significance or **P should be less than 0.05. For this analysis significance is 0.000**
Hence, it can be concluded that out of several variables (Q4, Q5, Q8, Q22, Q24, Q25), some variables have a significant impact on the dependent variable Q23.

7										
(Constant)	.661	.358		1.850	.072					
q5	.186	.104	.236	1.798	.080	.288	.277	.235	.989	1.011
q22. How pleased are you with your job on a scale of 1 to 3? 1 - Not Satisfied 2 - Moderately Satisfied 3 - Extremely Satisfied	.531	.139	.503	3.828	.000	.527	.523	.500	.989	1.011

Figure 17

The most significant variables out of all the inputs that were given are: Q5, Q22
The values of standardized *Beta* for the significant variables are as follows:
For Q5, *Beta* = 0.236
For Q22, *Beta* = 0.503
The highest value of Beta is for Q22, meaning that Q22 is the most significant variable for the dependent variable Q23. Arranging the values from most significant to least significant

Q22 (*Beta* = 0.503) > Q5 (Beta = 0.236)

For Unstandardised B:
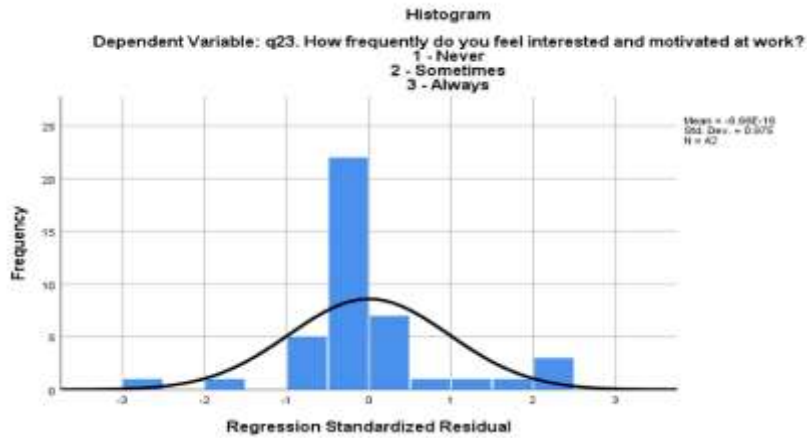One unit change in variable Q22 there would be 0.531 unit change in Q23 (Dependent variable)
For standardized *Beta*:
1% change in Q22 would be equal to 0.503 change in Q23 (Dependent variable)
Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.

Charts:

Figure 18

The histogram is almost normal, hence it does not violate the assumptions of the regression for Q23.

ANALYSIS FOR THE GENERATION Z (GEN Z) USING IBM SPSS

> **Input: Q8 = {Q4, Q5, Q11, Q12, Q14}**

Outputs:

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change
1	.653ᵃ	.426	.373	.683	.426	8.030
2	.652ᵇ	.425	.383	.678	-.001	.135
3	.635ᶜ	.403	.371	.684	-.022	2.126

Figure 19

R Square: 40% of the variation of Q8 is experienced by Q4, Q5, Q11, Q12, Q14.
R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is 0.635.
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.736	5	3.747	8.030	.000ᵇ
	Residual	25.198	54	.467		
	Total	43.933	59			
2	Regression	18.672	4	4.668	10.164	.000ᶜ
	Residual	25.261	55	.459		
	Total	43.933	59			
3	Regression	17.696	3	5.899	12.590	.000ᵈ
	Residual	26.238	56	.469		
	Total	43.933	59			

Figure 20

In the ANOVA table, the value of **F is 12.590**, which is high.
Significance or **P should be less than 0.05. For this analysis significance is 0.000**
Hence, it can be concluded that out of several variables (Q4, Q5, Q11, Q12, Q14), some variables have a significant impact on the dependent variable Q8.

3	(Constant)	-.559	.425		-1.313	.194	
	q4	.349	.185	.235	1.883	.065	.498
	q5	.398	.155	.305	2.564	.013	.492
	q14. On a scale of 1 to 4, how would you rate employee relations at your workplace? 1 - Not Satisfied 2 - Moderately Satisfied 3 - Very Satisfied 4 - Extremely Satisfied	.337	.127	.296	2.643	.011	.459

Figure 21

The most significant variables out of all the inputs that were given are: Q4, Q5, Q14
The values of standardized *Beta* for the significant variables are as follows:
For Q4, *Beta* = 0.235
For Q5, *Beta* = 0.305
For Q14, *Beta* = 0.296
The highest value of Beta is for Q5, meaning that Q5 is the most significant variable for the dependent variable Q8. Arranging the values from most significant to least significant

Q5 (*Beta* = 0.305) > Q14 (*Beta* = 0.296) > Q4 (*Beta* = 0.235)

For Unstandardised B:
One unit change in variable Q5 there would be 0.398 unit change in Q8 (Dependent variable)
For standardized *Beta*:
1% change in Q5 would be equal to 0.305 change in Q8 (Dependent variable)
Collinearity Statistics:
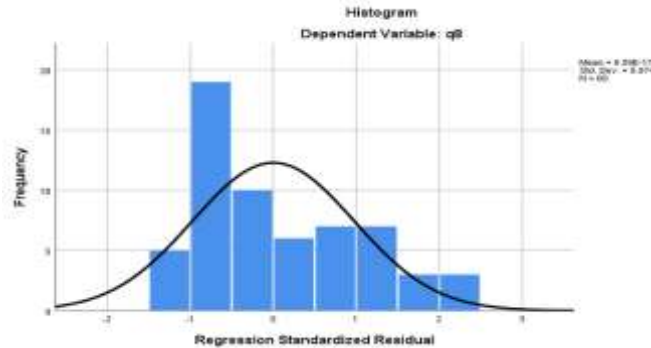**Vif** is less than 4, that means there is no multicollinearity.

Charts:

Figure 22

The histogram is almost normal, hence it does not violate the assumptions of the regression for Q8.

Input: Q14 = {Q4, Q5, Q6, Q8, Q10}

Outputs:

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.530[a]	.281	.215	.672	.281	4.230	5
2	.529[b]	.280	.227	.667	-.002	.118	1
3	.526[c]	.276	.237	.662	-.004	.278	1
4	.503[d]	.253	.227	.667	-.023	1.774	1

Figure 23

R Square: 25% of the variation of Q14 is experienced by Q4, Q5, Q6, Q8, Q10
R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is 0.503.
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.550	5	1.910	4.230	.003^b
	Residual	24.384	54	.452		
	Total	33.933	59			
2	Regression	9.496	4	2.374	5.343	.001^c
	Residual	24.437	55	.444		
	Total	33.933	59			
3	Regression	9.373	3	3.124	7.123	.000^d
	Residual	24.561	56	.439		
	Total	33.933	59			
4	Regression	8.595	2	4.297	9.667	.000^e
	Residual	25.339	57	.445		
	Total	33.933	59			

Figure 24

In the ANOVA table, the value of **F is 9.667**, which is moderately high.
Significance or **P should be less than 0.05. For this analysis significance is 0.000**
Hence, it can be concluded that out of several variables (Q4, Q5, Q6, Q8, Q10), some variables have a significant impact on the dependent variable Q14.

4	(Constant)	.439	.448			.980	.331	
	q4	.400	.153	.306	2.609	.012		.382
	q6	.380	.133	.336	2.863	.006		.405

Figure 25

The most significant variables out of all the inputs that were given are: Q4, Q6
The values of standardized *Beta* for the significant variables are as follows:
For Q4, *Beta* = 0.306
For Q6, *Beta* = 0.336
The highest value of Beta is for Q6, meaning that Q6 is the most significant variable for the dependent variable Q14.
Arranging the values from most significant to least significant

> **Q6 (*Beta* = 0.336) > Q4 (*Beta* = 0.306)**

For Unstandardised B:
One unit change in variable Q6 there would be 0.380 unit change in Q14 (Dependent variable)
For standardized *Beta*:
1% change in Q6 would be equal to 0.336 change in Q14 (Dependent variable)
Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.
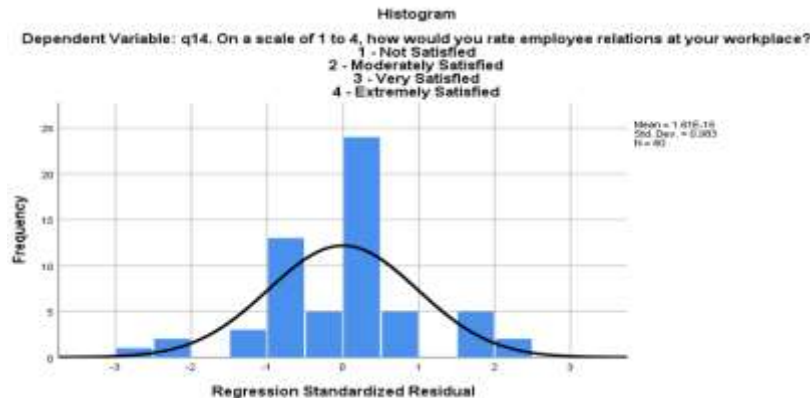**Charts:**

Figure 26
The histogram is almost normal, hence it does not violate the assumptions of the regression for Q14.

Input: Q20 = {Q4, Q5, Q6, Q8, Q10, Q11, Q12, Q13, Q14, Q16}

Model Summaryʰ

Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Wa tson
1	.707ᵃ	.499	.397	.454	.499	4.886	10	49	.000	
2	.707ᵇ	.499	.409	.450	.000	.012	1	49	.914	
3	.706ᶜ	.499	.420	.445	.000	.019	1	50	.891	
4	.706ᵈ	.498	.430	.441	-.001	.106	1	51	.746	
5	.703ᵉ	.495	.438	.439	-.003	.334	1	52	.566	
6	.699ᶠ	.489	.441	.437	-.006	.631	1	53	.431	
7	.682ᵍ	.465	.426	.443	-.024	2.532	1	54	.117	2.017

Figure 27

R Square: 46% of the variation of Q20 is experienced by Q4, Q5, Q6, Q8, Q10, Q11, Q12, Q13, Q14, Q16

R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is 0.682.
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.078	10	1.008	4.886	.000ᵇ
	Residual	10.106	49	.206		
	Total	20.183	59			
2	Regression	10.075	9	1.119	5.537	.000ᶜ
	Residual	10.108	50	.202		
	Total	20.183	59			
3	Regression	10.071	8	1.259	6.349	.000ᵈ
	Residual	10.112	51	.198		
	Total	20.183	59			
4	Regression	10.050	7	1.436	7.368	.000ᵉ
	Residual	10.133	52	.195		
	Total	20.183	59			
5	Regression	9.985	6	1.664	8.649	.000ᶠ
	Residual	10.198	53	.192		
	Total	20.183	59			
6	Regression	9.864	5	1.973	10.323	.000ᵍ
	Residual	10.320	54	.191		
	Total	20.183	59			
7	Regression	9.380	4	2.345	11.938	.000ʰ
	Residual	10.803	55	.196		
	Total	20.183	59			

Figure 28

In the ANOVA table, the value of **F is 11.938**, which is moderately high.
Significance or **P should be less than 0.05. For this analysis significance is 0.000**
Hence, it can be concluded that out of several variables (Q4, Q5, Q6, Q8, Q10, Q11, Q12, Q13, Q14, Q16), some variables have a significant impact on the dependent variable Q20.

7	(Constant)	.936	.323		2.897	.005					
	q4	.261	.115	.259	2.278	.027	.188	.294	.225	.750	1.332
	q5	-.341	.108	-.385	-3.153	.003	.020	-.391	-.311	.652	1.533
	q11	.366	.074	.559	4.955	.000	.577	.556	.489	.766	1.306
	q13. How would you rate your team's ability to handle crises as a team? 1 - Poor 2 - Fair 3 - Good	.264	.114	.258	2.308	.025	.393	.297	.228	.781	1.280

Figure 29 **The most significant variables out of all the inputs that were given are: Q4, Q5, Q11, Q13**

The values of standardized *Beta* for the significant variables are as follows:
For Q4, *Beta* = 0.259
For Q5, *Beta* = -0.385
For Q11, *Beta* = 0.559
For Q13, *Beta* = 0.258

The highest value of Beta is for Q11, meaning that Q11 is the most significant variable for the dependent variable Q20.
Arranging the values from most significant to least significant

> **Q11 (*Beta* = 0.559) > Q4 (*Beta* = 0.259) > Q13 (*Beta* = 0.258) > Q5 (*Beta* = -0.385)**

For Unstandardised B:
One unit change in variable Q11 there would be 0.264 unit change in Q20 (Dependent variable)
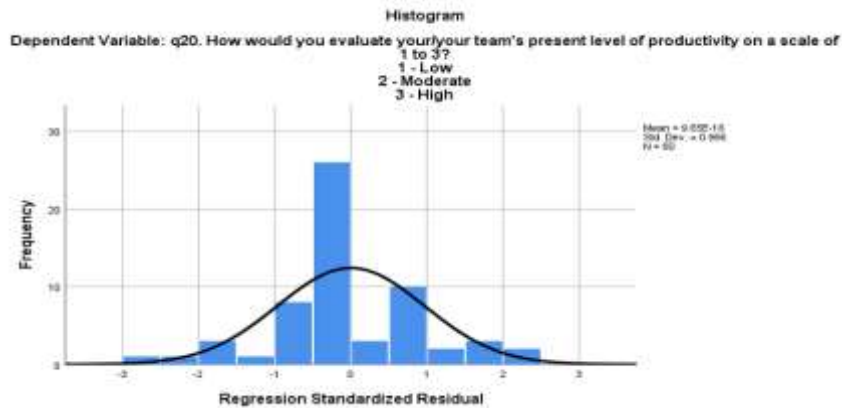
For standardized *Beta*:
1% change in Q11 would be equal to 0.559 change in Q14 (Dependent variable)

Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.

Charts:

Figure 30 The histogram is almost normal, hence it does not violate the assumptions of the regression for Q20.

> **Input: Q23 = {Q4, Q5, Q8, Q22, Q24, Q25}**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
					Change Statistics		
1	.476ª	.226	.137	.403	.226	2.538	6
2	.470ᵇ	.221	.148	.401	-.005	.368	1
3	.462ᶜ	.213	.155	.399	-.008	.535	1
4	.441ᵈ	.195	.151	.400	-.019	1.274	1
5	.398ᵉ	.158	.128	.405	-.037	2.497	1

Figure 31 **R Square:** 15% of the variation of Q23 is experienced by Q4, Q5, Q8, Q22, Q24, Q25

R: It is the square root of R Square and its value should be between -1 to +1, the value of R in this output is 0.398.
Adjusted R square: It is used when you have several component models with different variables, the highest adjusted R Square must be chosen.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.472	6	.412	2.538	.031^b
	Residual	8.443	52	.162		
	Total	10.915	58			
2	Regression	2.413	5	.483	3.008	.018^c
	Residual	8.503	53	.160		
	Total	10.915	58			
3	Regression	2.327	4	.582	3.657	.010^d
	Residual	8.588	54	.159		
	Total	10.915	58			
4	Regression	2.124	3	.708	4.430	.007^e
	Residual	8.791	55	.160		
	Total	10.915	58			
5	Regression	1.725	2	.862	5.256	.008^f
	Residual	9.190	56	.164		
	Total	10.915	58			

Figure 32 In the ANOVA table, the value of **F is 5.256**, which is moderately high.

Significance or P should be less than 0.05. For this analysis significance is 0.008
Hence, it can be concluded that out of several variables (Q4, Q5, Q8, Q22, Q24, Q25), some variables have a significant impact on the dependent variable Q23.

5	(Constant)	1.191	.299		3.982	.000				
	q5	.182	.080	.279	2.272	.027	.289	.291	.279	.999
	q22. How pleased are you with your job on a scale of 1 to 3? 1 - Not Satisfied 2 - Moderately Satisfied 3 - Extremely Satisfied	.255	.114	.274	2.229	.030	.284	.286	.273	.999

*Figure 33***The most significant variables out of all the inputs that were given are: Q5, Q22**

The values of standardized *Beta* for the significant variables are as follows:
For Q5, *Beta* = 0.279
For Q22, *Beta* = 0.274
The highest value of Beta is for Q5, meaning that Q5 is the most significant variable for the dependent variable Q23.
Arranging the values from most significant to least significant

> **Q5 (*Beta* = 0.279) > Q22 (*Beta* = 0.274)**

For Unstandardised B:
One unit change in variable Q5 there would be 0.182 unit change in Q23 (Dependent variable)
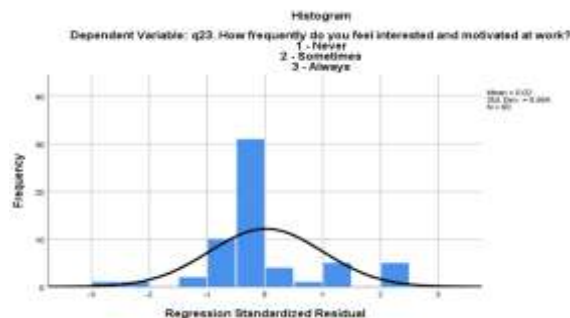
For standardized *Beta*:
1% change in Q5 would be equal to 0.559 change in Q23 (Dependent variable)

Collinearity Statistics:
Vif is less than 4, that means there is no multicollinearity.

Charts:

Figure 34 The histogram is almost normal, hence it does not violate the assumptions of the regression for Q23.

4.2 RESULT OF HYPOTHESIS AND DISCUSSION

Test of Hypothesis H1:
This hypothesis was formulated to understand if organizational communication affects the employee relations. As a result of the analysis,
In the generation Y perspective: The dominant coefficients, Q5 and Q12 are being affected.
The values of the coefficients are found to be positive. The plots follow normality
Hence, the hypothesis H1 is found to be true.
In the generation Z perspective: The dominant values coefficients, Q4, Q5 and Q14 are being affected.
The values of the coefficients are found to be positive. The plots follow normality.
Hence the hypothesis H1 is found to be true.

Test of Hypothesis H2:
The hypothesis was formulated to understand if the employee relations at the workplace affect productivity.

In the generation Y perspective: The dominant coefficients, Q4 and Q8 are being affected.
The values of the coefficients are found to be positive. The plots follow normality.The dominant coefficients of Q20 which are Q5, Q11, Q16 are found to be positive and Q13 is found to be negative. Even though the significance is 0.003, the hypothesis is not supported.

In the generation Z perspective: The dominant coefficients Q4 and Q6 are being affected. The values of the coefficients are found to be positive. The plot follows normality. The dominant coefficients Q4, Q11, Q13 are found to be positive and Q5 is found to be negative.
Even though the significance is 0.000, because of the slight negative correlation, the hypothesis is not supported.

Test of Hypothesis H3:
The Hypothesis was formulated to understand if the attitude and the perceptions of the employees affects the productivity at the workplace.

In the generation Y perspective: The dominant coefficients Q5 and Q22 are being affected
The values of the coefficients are found to be positive and the plots follow normality.
Hence, the hypothesis is found to be true.

In the generation Z perspective: The dominant coefficients Q5 and Q22 are being affected. The values of the coefficients are found to be positive and the plots follow normality.
Hence, the hypothesis is found to be true.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

The purpose of this study was to understand how organizational communication affects employee relations and productivity at work. The current workplace is a mix of five different generations and through this research the work perceptions of the generations of Y and generation Z was trying to be understood. The study found that organizational communication affects employee relations at work, mainly because when no rapport is built between the managers and the employees there might be hindrances in communication especially if the managers and the employees belong to a different generation.
According to an employee (belongs to the Gen Z) who currently works as a *Consultant for TCS (Tata Consultancy Services)*, "it is important to build a good enough rapport with the employees since the day they join the organization. The rapport should be contributed 50 - 50. The employees should also talk and come up

with their personal experiences. At the same time when the employees come to the managers with their personal concerns, the managers should try not to make them feel extra conscious about it"

Another employee (belongs to Gen Y) who currently works as a *Risk Analyst at Carrier Global*, 'The HR and buddy programs should be taken seriously by the managers. Pulse surveys should be conducted regularly and the feedback should be made more streamlined, agile and personalized.' Organizational communication can be improved when employees receive transparent and timely feedback from their managers. As an effect of the organizational communication, the employees have certain perceptions and attitudes towards the workplace, these perceptions have an impact on productivity. The attitude they have towards the workplace about how motivated and proud they are about the organizations influences the quality of the work they deliver.

The study also found that the employees majority of respondents who belonged to the generation Y are proud to be a part of the organization that they are currently working in as compared to generation Z who are not very proud. Both the generations Y and Z are moderately motivated at the workplace and generation Z mostly feel motivated at the workplace as compared to generation Y who feel motivated at work sometimes. Both of the members of these generations are moderately comfortable sharing their opinions with their managers. A positive organizational communication leads to better relationships between employees and the leadership, thereby improving the attitude and perceptions of the employees who in turn deliver maximum output to increase the productivity of the organization.

5.1 Recommendations
Based on the findings the below recommendations can be made -
➔   It is important to have instilled a sense of togetherness and purpose between both the employees and leadership of the organization. It becomes extremely necessary for the leaders now more than ever to make all the generations realize the power and depth of unconditional teamwork and what it could do both for the individual and the organization.
Purpose driven communication often enhances organizational communication.
➔   Communicating better, having empathy towards all the generations and recognizing the employees for their work can positively impact the productivity of the organization.

5.2 Area for future research
The study can also be conducted with employees of the generation Y and generation Z in other sectors in order to have a comprehensive understanding of sector-wise perceptions. Also, the form of communication that these generations prefer may be analyzed, as well as the ways in which it can be aligned with how companies deliver organizational messaging. The motivations and the actual personality traits of the employees belonging to the Gen Y and Z generations can be understood to suggest improvements to establish harmony at the workplace. Variables other than the employee relations and productivity can be analyzed that might be linked to organizational communication.

1.6 Limitations of the study
The focus of the study was on employees of generations Y and Z working in corporate organizations; however, more research is required to discover whether or not the characteristics found are generalizable to individuals working in other kinds of companies operating in other sectors. The research does not take into account the demographic backgrounds of the employees or the role that these backgrounds play in hindering effective organizational communication. This study used a snowball sampling strategy, and the total number of participants in the sample were only 102.

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