

THE IMPACT OF INTERNAL COMMUNICATION AT WORK AND ETHNIC PREJUDICES

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ABSTRACT

This study aims to find out whether there is connectivity between the component ratio of ethnic bias behavior and positive internal communications in retail industry. The basic theory of this research is the theory of social categorization of Henri Tajfel (1978), where people create social categorizations between groups even when the risk is absent. While the places where was realized this research have conflicts between ethnic categories, the chosen samples includes employees from some companies and food markets in the city of Skopje, Tetovo and Gostivar in the Republic of Macedonia, who have ethnic diversity of employees. The main technique used for data collections is primarily designed questionnaire to measure these indicators. In connection with the purposes of this study, the results show a high positive correlation between the behavioral component of ethnic prejudices and positive internal communications. This means that the growth of one variable increases the other variable. One of the key recommendations is that the layer of high-ranked officials maintain the right attitude in the internal communication between employees regardless of their ethnicity and avoid such behavior that could result in ethnic prejudice.

Keywords: Ethnic prejudices, internal communication, behavioral component, retail industry.

INTRODUCTION

Organizational behavior today is one of the most important element of success required in the labor market. Alongside its many treatment issues, internal communication is a very important mechanism of organizational behavior. On the other hand, many industrial psychologists are engaged in maintaining homeostatic organizations trying to contribute to the productivity and performance achievements. They require different application methods, and training programs to detect what steps should be taken and implemented in order to obtain positive feedback. The study aims to find the relationship between ethnic bias and internal communication, using the relevant questionnaire to measure these variables.

The theory of social categorization of Henri Tajfel, is the basic theory supporting this research. This theory assumes that people intuitively tend to worship their group and all members of a different look with another viewpoint that is unfavorable. Hostility towards outside group is often unfounded and without reason (Brewer, 1999). In particular, the study conducted by Leyens et al. (2000) have found evidence that man is born with tendency wearing all the positive qualities being expressed more excited to the group of which he is part and also tend to view others as "inhuman". According to Tajfel, groups where we are represented give us a sense of social identity, a sense of belonging to the social world.

Prejudices are recognized as irrational attitudes that we refer to an individual or group of individuals based solely on membership or affiliation with that individual or individuals in society. Unlike discrimination that categorize only components of behavioral bias in their structure components which include cognitive, affective and behavioral. Negative attitudes

towards the outside of the group are still prevalent within (Greitemeyer, Schwab, 2014). Despite many types of prejudices for our study mainly we have been focused on ethnic prejudices. Taking into consideration the place where the research was conducted, ethnic prejudices are permanent phenomenon in transformation, a transformation that aims to preserve and protect themselves against anti ethnic norms that could threaten a particular group. Based on the study conducted by Heider (1958) and Rokeach, Smith, & Evans (1960), it is assumed that the beliefs, attitudes play a major importance in the genesis of ethnic bias. Studies conducted by Struch and Schwartz (1989) have demonstrated that the way of the perception of the difference between the values of the group and out-group aggression arises appearance and prejudice against out-group.

Knowing that the productivity of the organization is one of the problems that set to a prime pedestal and is primary to all types of businesses, especially nowadays where competition is increasing, it is very important that the leaders of an industry, improve productivity and take concrete steps in changing the organizational behavior. Internal communication means not only possession of organizational knowledge and skills, but it also includes positivity, intuition, curiosity, and sincerity. Not everything can be learned, some communication skills are innate. Organizations today are faced with communication problems. Many members of such organizations have no knowledge or positive communication, do not communicate properly with the workers during transmission tasks, provide unreal information, have interpersonal problems, do not provide feedback, have poor attitudes during conversations, and there is non-equal treatment for employees with different ethnic backgrounds, in conclusion, they are not good communicators.

LITERATURE REVIEW

Because ethnic prejudices are widespread and almost every country is faced with problems of this nature, the number of studies that are based on this topic is great. The number of cases on ethnic conflicts is quite different and it is observed on the online media and print. Various factors that can initiate these problems can be caused by different forms. Advanced topics in this study that specifically relate to the behavioral component of ethnic bias and internal communication at work, are elaborated in many different studies. The study that was conducted in Germany to determine the ethnic prejudices and communication intragroup, provides data showing the way, contact with one another, treatment and communication among members belonging to different ethnic influences much on prejudice, and the same authors give the position that prejudices are important predictors in an ethnically mixed spirit (Wagner, Christ, and Pettigrew, 2008). Another study conducted by Zick et al., (2008) that was intended to find syndrome hostility within the group against the outside group, according to data from three surveys of probability, the authors claim that prejudices are linked with syndrome hostility towards the outside group, which is thought that members are ethnic minorities and have a generalized ideology of inequality and devaluation. Another study related to the purpose of this work is carried out by Lawler (1989), stating that the management of positive communication is one of the easiest and most effective way to foster employee involvement within different organizations, and together with that the perceived value of group membership.

METHODOLOGY

The main problem of this research aims to find out if there is a positive link between internal communication and prejudices. Relying on the fact that there are several types of prejudices, this paper took shape precisely with behavioral component of ethnic bias.

Hypothesis

1. There is a positive correlation between internal communication at work and the behavioral component of ethnic bias.

The sample included in the study

In our study the sample consists of a total population of 196 subjects, who are of different ethnic backgrounds employed in the private sector in some retail businesses with character. The population chosen for study were only low-ranked officials or employees, in which are not part of the corporate leadership or supervisors. The table below includes the main categories that participated in the study, including:

Table 1. Sample Data

	N (Sample)	Percentage (%)
Private	196	50.3

From the results of the above table we see that the total number of samples in this study was 196 subjects.

Table 2. Demographic Data Sample

		N (Sample)	Percentage (%)
Age	18 to 25 years old	66	33.7
	26 to 35 years old	92	46.9
	36 to 45 years old	20	10.2
	46 to 55 years old	13	6.6
	Over 56 years old	5	2.6
Genre	Men	127	64.8
	Women	69	35.2
Ethnic Affiliation	Albanian	83	42.3
	Macedonian	90	45.9
	Turkish	14	7.1
	Bosnian	2	1.0
	Roman	5	2.6
	Other	2	1.0
Company	Ramstore	46	23.5
	Carefour	44	22.4
	Jysk	13	6.6
	Sport Vision	32	16.3
	Vero	21	10.7
	Elkos	21	10.7
	Montenegro	19	9.7
City	Shkup	92	46.9
	Tetovë	64	32.7
	Gostivar	40	20.4

Table 3. The demographic data gives us the sample included in the study. The age group of 18 to 25 years constitutes 33.7% of the sample, the age group of 26 to 35 years constitutes

46.9% of the sample, 36 to 45 years constitutes 10.2% of the sample, the age group of 46 to 55 years represent 6.6% of the sample and subjects over 56 years are 2.6% of the total number of samples. The number of division between men and women, is 35.2% women and 64.8% men. Ethnicity resulting in 42.3% subjects are ethnic Albanian, 45.9% ethnic Macedonian subjects, 7.1% are subjects belonging to Turkish ethnicity, Bosnian 1.0%, 2.6% Roman and 1.0% belongs to other ethnic affiliation. Of the 196 subjects included in the private sector, 76.5% of them live in the city and 23.5% of them live in the village.

Table 3 has several types of private businesses or companies that are involved in this study. Regarding private activity Ramstore constitutes 23.5% of the sample, Carrefour 22.4% of the sample, Jysk 6.6% of the sample, Sport Vision 16.3% of the sample, Vero 10.7% of the sample, Elkos, 10.7% of the sample and Montenegro 9.7% of the sample. Taking into consideration that the research was conducted in three cities in the Republic of Macedonia which are, Skopje, Tetovo and Gostivar, the sample for the private sector includes these data, Skopje constitutes 46.9% of the sample, the city of Tetovo 32.7% of the sample and Gostivar with 20.4% of the sample.

The measuring instrument

To measure the scope of this study we used the questionnaire technique. The survey used two types of questionnaires. Questionnaire for measuring internal communication, positive communication component respectively and questionnaire to measure the behavioral component of ethnic bias. The first block consists of 5 questions questionnaires demographic. Questionnaire measuring positive internal communication is based on the original version of this inventory compiled by Dennis (1974). Apart from some other components inclusive in this questionnaire, the paper in question is positive measures only superior-subordinate communication, which in total consists of 11 questions. Any statement questionnaire belongs to a positive attitude that decodes superior-subordinate communication at work.

The second questionnaire used in this paper is the questionnaire for measuring ethnic prejudice or Universal Diversity rate, inventory compiled by Miville-Guyman, M-Guds (1999). Measurable indicators of ethnic bias are: cognitive component, behavioral and emotionally. Used in this study are only allegations that measure behavioral indicator of ethnic bias, number of allegations of 11 questions. Our inventory consists of a total of 25 claims, based on the Likert scale measuring.

The questionnaire used has undergone several methodological steps of the English language which was translated in Albanian language after translation is done back at the end of the same questionnaire was translated and adapted in the Macedonian language.

Data Analysis

For testing hypotheses of this research we used SPSS software (version 22.0) applying these statistical methods.

- Alpha Cronbach is used to view the reliability of the questionnaire.
- Descriptive analysis on demographic data.
- Correlation of the person to analyze the link between internal communication and ethnic bias in the work.

RESULTS***Measuring characteristics of the questionnaire***

To analyze the reliability of the instrument that we used in order to measure internal communication, respectively the measurement of the communication positive superior-subordinate work, we calculated the value of coefficient Alpha Cronbach, which value is 0.941, which exceeds the standard value to be with statistical significance, where we can conclude that our instrument is reliable.

Table 3. Statistic reliability for internal communication questionnaire.

Cronbach's Alpha	Number of Claims
.941	11

[Note: The total number of subjects, N=196]

Regarding the value of Alpha Cronbach on the questionnaire measuring ethnic prejudices, respectively component behavior ethnic prejudices, from the table below we see that the coefficient of Alpha Cronbach is 0.90, the amount is statistically significant, which enables us to conclude that the instrument measuring the behavioral component of ethnic prejudice is reliable.

Table 4. Statistic reliability of ethnic bias questionnaire

Cronbach's Alpha	Number of Claims
.900	9

[Note: The total number of subjects, N=196]

In addition to testing the reliability of the questionnaires the variables to normal distribution were also analyzed using the Kolmogorov-Smirnov method.

Table 5. Tabular presentation of normality testing the behavioral component of ethnic prejudices and positive internal communication

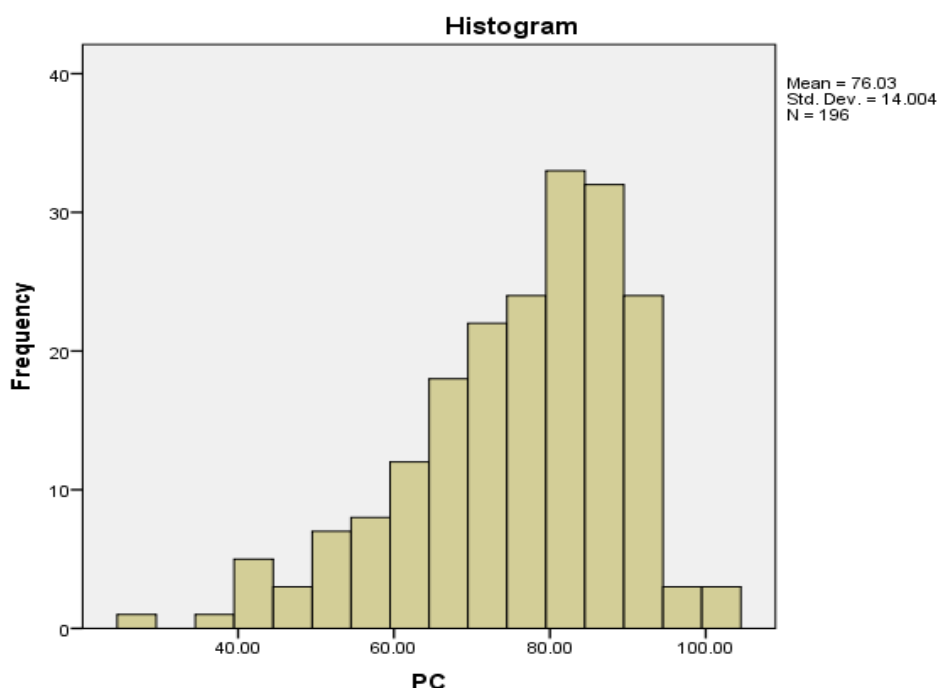
Number of subjects	196
Average	76.03
Standard deviation	14.00
Minimal Value	27
Maximum Value	100

From table 5 we see that the overall average of the behavioral component of ethnic prejudice is 76.03 with SD = 14.00 estimates for each question have reached the maximum value 100, and the minimum value 27.

Table 6. Testing Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Prej.Com.	.114	196	.000	.939	196	.000

The value of the Kolmogorov-Smirnov coefficient is .115, .000 with statistical significance, we can conclude that there are variables which form the skewed distribution of the graphic on the positive side. However, this fills the distribution of the statistical distribution of the questionnaire results.



Hypothesis results

Given the fact that the main hypothesis in this research requires the relationship between the two variables such as ethnic prejudice, namely the component of ethnic bias and internal communication at work, the primary purpose is to detect the ratio of the correlation variables. For the analysis of this hypothesis submitted we used Pearson correlation method.

Table 7. Correlation between the behavioral component of ethnic prejudices and positive internal communication.

	Behav.Comp.	Positive Comm.
Behav.Comp.	1	
Positive Comm.	.351** 000 196	1

[*Note. Correlation is significant at the level $p < 01$. (**)]

While the assumption of the research was that there is a correlation between the behavioral component of ethnic prejudice and positive communication inner work, from the data obtained in the table above, note that there is statistically significant variables, which consists of life ($r = .351$), a statistically significant coefficient on scales of freedom $p < .01$. From the data obtained by the method of correlation of Pearson, shows that between variables we have a perfect positive relationship, which means that the growth of one variable increases the variable of another, at the same time it gives us the space in which we can conclude that the presumption in this study is accepted.

DISCUSSION

Internal communication in the workplace is one important factor which may affect the appearance of bias, especially with a spirit where we have different cultural diversity. The research was conducted in a country where ethnic relations seem to be on a negative scale and are not as they should be. So, in this case the work of leaders of different businesses should be vigilant and should have positive communication and the right to exercise them, in order to avoid the spread of ethnic prejudices among the workers.

From the results obtained from the main objective of the paper, using the Pearson correlation, the value of which turned out to be ($r = .352$, $p < .01$), we can judge if the leadership fails to implement a long report with positive communication amongs his subordinates, then there is a possibility of workers expressing ethnic bias and on the contrary if the supervisor is an open communicator, fair or positive with his subordinates then the possibility of the appearance of ethnic bias will be very little or no present. The same data is also found on many researches with such character. Same research who is based on the summary of the articles of the theory of Allport's (1954) who aime the birth and emergence of prejudice, concluded that the historical factor, socio-cultural, situational, personality traits of the individual himself and the way treatment, all these contribute to the appearance of bias, ie ethnic bias (Stephan, 2008).

CONCLUSIONS

Various scholars have analyzed relations between ethnic groups and have shown continued ethnic relations in the context of social, institutional, and industrial realtions (Trickett, Watts, and Birman, 1994). These ethnic intragroup relations have been dominated by a North American perspective, focusing in particular on the unique case of Black-White relations. The same situation existed and exists in Europe, while Europe has experienced two bloody world wars. It possesses a variety of people which are of different cultures, socio-political and the possibility to have exacerbated ethnic relations is huge. If we focus on the Balkan countries which are still in tranziscion and composed of several states that have experienced ethnic conflicts, then this means that even in the collective consciousness of the population ethnic bias is quite present. If the research was conducted in the Republic of Macedonia, then ethnic relations seem to take place constantly.

On the other hand, the business world is growing rapidly, almost every corporation employee has diverse ethnic mix. The corporate benefit of all is to have a positive communication behavior and equality for all employees. What can be concluded from the data obtained in this research is that the appearance of ethnic prejudice is very easy to show, but with a positive internal communication and working with a meaningful strategy around this situation it can be avoided and at the same time have a healthy working spirit. Another important recommendation is to realize more comparative studies and multilevel studies as well as to

use all possible means to get an overview of intergroup relations in Macedonia and other parts of the world. This achievement would allow us to develop practical intervention programs to fight more effectively racism, prejudice, and discrimination (Stephan, 2008).

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