



IMPACT OF COMMUNICATION ON EMPLOYEES' JOB SATISFACTION: A REVIEW

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Article DOI: <https://doi.org/10.36713/epra13815>

DOI No: 10.36713/epra13815

ABSTRACT

Effective communication plays a pivotal role in shaping employees' job satisfaction, as it serves as a critical mechanism for conveying information, fostering collaboration, and establishing relationships within organizations. This review paper explores the impact of communication on employees' job satisfaction by synthesizing and analyzing existing literature across various disciplines. The paper begins by defining job satisfaction and highlighting its significance in the workplace. By examining different theoretical frameworks, the review identifies key factors that influence the relationship between communication and job satisfaction. Moreover, the review synthesizes empirical evidence from studies that have explored the relationship between communication and job satisfaction. It examines the impact of effective communication practices on various job-related outcomes, such as job performance, organizational commitment, and employee well-being. The review also addresses the potential barriers to effective communication that can hinder job satisfaction, such as communication overload, misinterpretation, hierarchical barriers, and lack of feedback mechanisms. It discusses strategies and interventions that organizations can employ to enhance communication practices and improve employees' job satisfaction.

KEYWORDS: *Effective communication, Job Satisfaction, Employee Motivation, Employee Performance.*

1. INTRODUCTION

Organizations prioritize employee satisfaction, with communication crucial for building positive relationships and trust [1,2]. Communication and job satisfaction are increasingly crucial for organizational success and competitiveness. Effective communication links employees, managers, and the organization, shaping perceptions and experiences. Organizations recognize the importance of creating positive work environments to enhance productivity and retain talented employees.

Trust and supportive communication are essential for job satisfaction, fostering organizational values, vision, and alignment [1,3]. Also, trust-building through communication improves employees' perceptions of fairness, support, and psychological safety [4].

Furthermore, effective communication positively impacts other job-related outcomes that contribute to job satisfaction. Engaging communication practices, such as active listening, open dialogue, and transparent information-sharing, foster employee engagement by creating a sense of empowerment, recognition, and ownership [5,6]. Additionally, communication that provides timely feedback, guidance, and support enhances

employees' knowledge, skills, and motivation, ultimately leading to higher job performance and job satisfaction [7,8].

Madrid's [9] research on communication and work satisfaction in a Guatemalan company found no established internal communication process, but adequate channels facilitate task execution and goal achievement. De León's [10] study analyzed factors affecting job satisfaction among in-store managers and salespeople at four Corporación MEST chains, focusing on personal and social behavior and recommending departmental integration programs. Osorio [11] identified internal and external communication issues in customer service at Madero y Maldonado Corredores de Seguros, emphasizing the importance of standardization for improved culture and development. Espinoza [12] studied job satisfaction perceptions of operational employees aged 20-45 using non-monetary incentives. Qualitative research using an ethnographic approach found that non-monetary incentives increased employee involvement and company benefits. Navarro's [13] research found high job satisfaction among 20 workers in Quetzaltenango, attributed to recognition, good interpersonal relationships, favorable work conditions, and favorable company policies, without affecting labor or production satisfaction.



This review explores the impact of communication on employee job satisfaction, addressing barriers like overload, misinterpretation, hierarchical barriers, and lack of feedback mechanisms. It suggests strategies and interventions to enhance communication practices and improve job satisfaction, ultimately contributing to employee engagement, well-being, and organizational success.

2. METHODOLOGY

Utilizing the Web of Science (WoS) database showed published manuscripts (see Figure 1) on the impact of communication on employee job satisfaction. 689 published documents on the said topic have been published since the year

2000. Over the past ten years, 568 of these have been published. Nearly all of the manuscripts (82.4 %) have been released over the previous ten years. Since 2000, there have been a total of 1246 articles indexed in the following databases: WoS, Chinese Science Citation DatabaseSM (CSCD), Derwent Innovations Index (DII), KCI-Korean Journal Database (KCI-KJD), and SciELO Citation Index. 980 studies have been published in the last ten years, accounting for 78.65 % of the total. This data shows a spike in research on the said topic. These demonstrate a grave interest in the effect communication has on employee job satisfaction and have facilitated advancements in recent years.

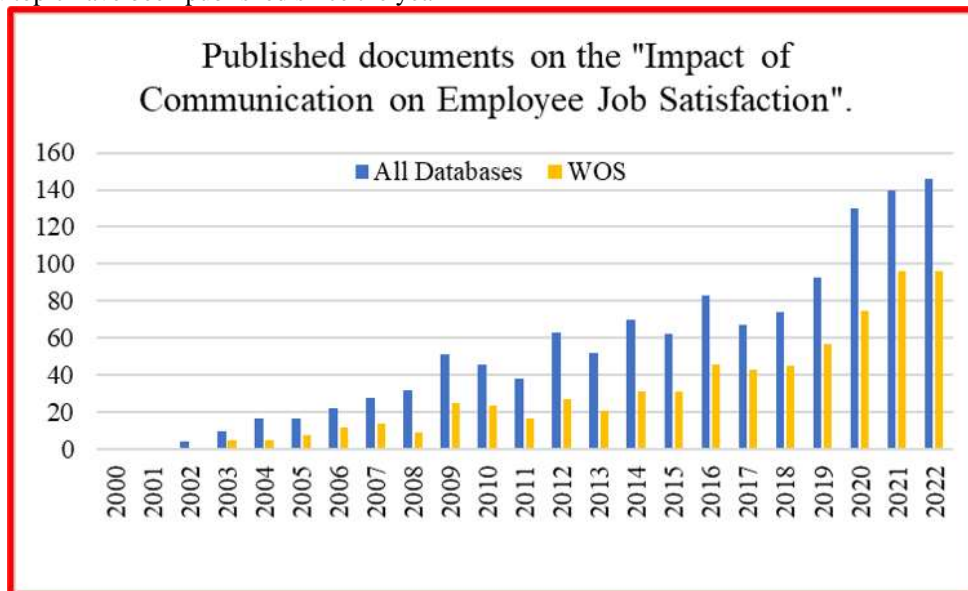


Figure 1. Published documents on the Impact of Communication on Employee Job Satisfaction. (All databases Retrieved on June 28, 2023; <https://www.webofscience.com/wos/allldb/summary/bc7d2bd8-f42d-4bbe-8e81-ca6458eb8ab2-947488ed/relevance/1>), and Web of Science Database (Retrieved on June 28, 2023; <https://www.webofscience.com/wos/woscc/summary/a13cc4b8-f52d-41bf-b859-24e2a9005737-947502f7/relevance/1>).

2.1 Communication and Job Satisfaction

2.1.1 Communication

Communication is a daily process for mutual relationships, involving various disciplines and approaches. Pasquali [14] emphasized communication as the foundation of social structure, focusing on human interaction and harmonious relationships between senders and receivers. Human-to-human communicative acts are crucial for social life, involving information exchange, meaning transmission, and expressing individual needs and emotions in various aspects of life [15]. Koontz and Weihrich [16] define communication as transforming and engaging organizations.

Castro [17] and Shermerholm [18] highlight the importance of communication type, focusing on directional and bidirectional models, indicating awareness, response, and exchange of information. Another study found that effective communication significantly impacts employees' job attitudes and perceptions of the organization, enhancing self-esteem and performance. Effective communication is essential for managers and facilitating organizational objectives in contemporary organizations [19].

2.1.2 Job Satisfaction

Job satisfaction refers to the level of contentment and fulfillment an individual experiences in their job or occupation. It represents how satisfied an employee feels with various aspects of their work, such as the work environment, job tasks, relationships with colleagues, opportunities for growth, compensation, and overall job conditions [20].

Job satisfaction impacts well-being, motivation, productivity, engagement, commitment, and overall performance. Robbins [21] defines employee attitudes as a person's overall work satisfaction, with positive attitudes correlated with job involvement, motivation, commitment, and mental health. This relationship ultimately leads to enhanced job performance and overall job satisfaction [22].

Several scholars have expressed differing viewpoints regarding the correlation between job satisfaction and the aforementioned variables [23,24]. Kostea's [24] findings showed an age-related association between job satisfaction and enthusiasm, with increased satisfaction after promotion. Hickson and Oshagbami [25] study found age negatively impacts job satisfaction among teaching and research staff, with male employees experiencing



higher contentment, while females show higher satisfaction. Hooi's [23] research demonstrated female employees prioritize social factors, while males focus on extrinsic aspects.

Despite the presence of various moderating factors, organizational communication is a crucial determinant of job satisfaction levels within organizations.

Table 1 presents a summary of communication dimensions and their corresponding influence on job satisfaction.

TABLE 1 DIMENSIONS RELATED TO COMMUNICATION AND CORRESPONDING INFLUENCE ON JOB SATISFACTION

Factors of Communication	Impact on Job Satisfaction	References
Trust and Psychological Safety	Positive Impact	[4]
Clear and Transparent Communication	Positive Impact	[26]
Informative and Relevant Communication	Positive Impact	[27]
Open and Supportive Communication	Positive Impact	[28]
Alignment with Organizational Values and Goals	Positive Impact	[29]
Timely Feedback and Supportive Guidance	Positive Impact	[8]
Communication Clarity	Positive Impact	[30]
Interpersonal Communication Skills	Positive Impact	[31]
Recognition and Appreciation	Positive Impact	[32]
Communication Training and Development	Positive Impact	[33]
Empowering Communication	Positive Impact	[34]
Communication Frequency	Positive Impact	[35]
Employee Engagement through Communication	Positive Impact	[5]
Managerial Communication Support	Positive Impact	[36]
Conflict Resolution Communication	Positive Impact	[37]
Listening and Empathy	Positive Impact	[38]
Work-Life Balance Communication	Positive Impact	[39]
Participative Decision-Making	Positive Impact	[40]
Communication Channel Variety	Positive Impact	[41]

3. THEORETICAL FRAMEWORKS INFLUENCING COMMUNICATION AND JOB SATISFACTION

Several theoretical frameworks have been used to explore the factors influencing the relationship between communication and job satisfaction. These frameworks provide valuable insights into the mechanisms and processes underlying this relationship.

1. Social Exchange Theory

Social exchange theory posits that individuals engage in relationships and interactions based on a cost-benefit analysis, seeking to maximize rewards and minimize costs. Several researchers have used the Social Exchange Theory (SET) to construct frameworks and investigate the impact of communication and job satisfaction in organizational behavior and communication studies [42–47].

The theory emphasizes three key factors influencing job satisfaction in communication: trust, reciprocity, and equity. Trust is crucial for social exchange relationships, and employees' job satisfaction increases when communication is transparent, consistent, and reliable [4]. Reciprocity, where

employees feel valued and their feedback is acted upon, also contributes to job satisfaction [48]. Equity promotes fairness and balance in communication, enhancing employee job satisfaction through equal opportunities and feedback [49].

2. Communication Satisfaction Theory

Communication satisfaction theory focuses specifically on the relationship between communication and job satisfaction. The Communication Satisfaction Theory (CST) has been employed by several scholars to develop frameworks and investigate the influence of communication on job satisfaction in recent years [50–53].

The theory emphasizes three key factors for job satisfaction: clear communication, frequent communication, and supportive communication practices. Clear, concise messages minimize ambiguity, increase employee understanding, and provide consistent updates, feedback, and information [54]. Frequent communication enhances job satisfaction by providing consistent updates, feedback, and information to employees [55]. Supportive communication fosters a positive climate, enhancing job satisfaction and psychological well-being [56].

3. Job Characteristics Model



The Job Characteristics Model examines how various job characteristics influence job satisfaction. Communication is considered a significant component of job characteristics [57–61].

The model emphasizes task significance, skill variety, and feedback as key factors influencing job satisfaction. According to Hackman et al. [62], understanding the importance of communication tasks and their contribution to organizational goals enhances job satisfaction [62]. In addition, developing diverse communication skills contributes to engagement and job satisfaction. Furthermore, feedback is crucial for job design, enhancing employee satisfaction and achievement.

3.1 Relationship Between Communication and Job Satisfaction

The relationship between communication and job satisfaction has been extensively studied in various disciplines, including organizational behavior, human resource management, and communication studies. The literature reveals that effective communication significantly impacts employees' job satisfaction levels and has wide-ranging implications for organizational outcomes.

Communication effectiveness is a critical factor influencing job satisfaction [63]. When communication is clear, timely, and relevant, employees are more likely to feel informed and engaged, leading to higher job satisfaction levels [64]. Conversely, poor communication, characterized by ambiguity, misinterpretation, and information withholding, can lead to frustration and dissatisfaction [8].

The flow of information within organizations also plays a crucial role in employees' job satisfaction. Research suggests that when information flows freely and employees have access to relevant and meaningful information, they experience higher levels of job satisfaction [1]. This access to information empowers employees, enhances their sense of belonging, and enables them to make informed decisions [65].

Organizational culture and leadership styles significantly influence the communication-job satisfaction relationship. In a culture that values open and transparent communication, employees tend to experience higher job satisfaction due to increased trust, cooperation, and shared understanding [66]. Similarly, leadership styles that emphasize participatory and supportive communication, such as transformational leadership, have a positive impact on employees' job satisfaction [67].

Employee engagement, which is closely linked to communication, has been found to mediate the relationship between communication and job satisfaction. Engaged employees, who actively participate and contribute to organizational goals, experience higher job satisfaction [68]. Effective communication channels and practices, such as regular feedback, recognition, and opportunities for collaboration, foster employee engagement and, consequently, job satisfaction [69].

Verbal and nonverbal communication, as well as technological communication mediums, also influence employees' perceptions of job satisfaction. Verbal communication that is clear, respectful, and supportive enhances employees' sense of being valued and understood [70]. Nonverbal cues, such as facial expressions and body language, can impact employees' interpretation of messages and influence their satisfaction levels [71]. Moreover, the use of technological communication tools, such as email, instant messaging, and collaboration platforms, can either facilitate or hinder job satisfaction depending on factors like clarity, responsiveness, and overload [72].

Overall, the literature demonstrates a strong link between communication and job satisfaction. Effective communication practices, characterized by clarity, openness, information sharing, and employee involvement, positively influence job satisfaction levels. Conversely, barriers to communication, such as misinterpretation, hierarchical structures, and lack of feedback mechanisms, can hinder job satisfaction. Prioritizing communication improves employee satisfaction and organizational outcomes.

4. IMPACT OF COMMUNICATION ON EMPLOYEES' JOB SATISFACTION AND EMPLOYEE COMMITMENT

This section explores communication's impact on employee job satisfaction and commitment, synthesizing literature across disciplines.

Effective communication significantly impacts employee job satisfaction, morale, engagement, productivity, and overall satisfaction within an organization [73]. Job satisfaction is influenced by company, department, team, and communication; prioritizing communication boosts employee morale. [74,75].

Kamasak and Bulutlar [76] found a significant link between workplace communication and job satisfaction, with effective communication positively impacting external status perception and employee satisfaction. Research in the field of communication has also demonstrated the beneficial effects that effective communication has on employee work satisfaction when it is adopted by an organization [77–79].

Numerous empirical studies highlighted the significance of effective organizational communication in fostering employee commitment and performance. Feedback positively impacts motivation, trust, shared identity, engagement, and emotional expression [80–85]. According to Hrud [75], Job satisfaction increases employee commitment and reduces voluntarily terminated employment. Positive communication culture fosters employee identification, engagement, acceptance of objectives, effort, and retention, resulting in increased commitment and loyalty [85–87].

4.1 Organizational Behavior

The works of literature on organizational behavior consistently highlight the significance of effective communication in shaping employees' job satisfaction levels. Research indicates



that clear and transparent communication positively influences job satisfaction by fostering a sense of understanding and involvement [1]. When employees perceive communication as open, honest, and consistent, it enhances their trust in the organization, leading to higher levels of job satisfaction [1].

Moreover, organizational communication quality impacts job satisfaction through supportive practices [40]. Conversely, negative communication patterns negatively impact job satisfaction and engagement. Additionally, research has examined the role of communication channels in influencing job satisfaction. Effective communication channels that provide timely and relevant information to employees can enhance their sense of connection, satisfaction, and organizational commitment [88]. The use of modern communication technologies, such as email and virtual platforms, has also been explored concerning job satisfaction, with findings indicating that effective and efficient use of these technologies can positively impact job satisfaction [72].

4.2 Human Resource Management

Research in human resource management consistently emphasizes the importance of effective communication in fostering employees' job satisfaction. Studies have shown that open and transparent communication positively influences job satisfaction by enhancing employees' sense of inclusion, involvement, and trust in the organization [36]. Moreover, when employees perceive communication as honest, consistent, and responsive, it strengthens their psychological contract with the organization, leading to higher levels of job satisfaction [89].

The quality of communication in organizations also plays a significant role in job satisfaction. Supportive communication practices, such as active listening, feedback, and recognition, contribute to positive relationships, employee engagement, and job satisfaction [2]. Conversely, negative communication patterns, such as withholding information, poor listening, and lack of feedback, can lead to dissatisfaction and disengagement [90].

Furthermore, research has examined the role of communication channels in influencing job satisfaction in the context of human resource management. Effective communication channels that provide timely and relevant information to employees contribute to their sense of belonging, satisfaction, and organizational commitment [91]. The use of various communication tools, such as intranets, social media, and face-to-face interactions, has also been investigated, highlighting their impact on job satisfaction and employee well-being [92].

4.3 Communication Studies

Communication studies research underscores the significance of effective communication in shaping employees' job satisfaction. Studies have shown that clear and transparent communication positively influences job satisfaction by enhancing employees' sense of understanding, engagement, and involvement [93]. When communication is perceived as informative, inclusive, and responsive, it enhances job

satisfaction levels and contributes to positive organizational outcomes [94].

The quality of communication within organizations plays a vital role in job satisfaction. Supportive communication practices, such as active listening, empathy, and open dialogue, foster positive relationships, trust, and job satisfaction among employees [95]. Conversely, negative communication patterns, such as conflict, information withholding, and unclear messages, can contribute to dissatisfaction and negative job attitudes [30].

Furthermore, research has examined the role of communication channels in influencing job satisfaction within the realm of communication studies. Effective communication channels that facilitate timely and relevant information flow contribute to employees' sense of connectedness, satisfaction, and engagement [96]. The use of various communication platforms, such as face-to-face interactions, electronic communication, and social media, has been investigated, highlighting their impact on job satisfaction and employee well-being [97].

4.4 The influence of excellent communication methods job-related outcomes.

Effective communication practices improve job satisfaction, commitment, engagement, and performance [1]. When employees perceive communication as informative, timely, and relevant, it contributes to their satisfaction with their work and the organization [2].

Furthermore, Effective communication fosters organizational commitment through supportive, respectful, and inclusive communication [98]. Communication that conveys organizational values, vision, and goals helps employees develop a sense of belonging and alignment with the organization, leading to increased commitment [1].

Effective communication boosts employee engagement, motivation, commitment, and productivity [99]. Engaging communication practices, such as active listening, open dialogue, and transparency, enable employees to feel valued and connected to their work and the organization [98].

Moreover, effective communication positively impacts job performance. Clear and concise communication reduces misunderstandings and promotes efficient work processes, leading to improved task performance [8]. Communication that provides timely feedback, guidance, and support enhances employees' knowledge, skills, and motivation, contributing to higher performance levels [7].

Effective communication improves job satisfaction, commitment, employee engagement, and performance.

5. BARRIERS AND STRATEGIES TO EFFECTIVE COMMUNICATION TO ENHANCE JOB SATISFACTION

Effective communication is crucial for employee satisfaction and overall organizational performance. Common barriers include excessive information flow, lack of clarity, rigid



organizational structures, and lack of regular feedback. To overcome these barriers, organizations should encourage open dialogue, clear instructions, and active listening. Additionally, fostering a more inclusive and participative approach, establishing structured feedback mechanisms, and investing in communication skills training can help employees express ideas, actively listen, and engage in communication. Creating opportunities for collaboration and teamwork can also foster open communication and strengthen relationships.

Effective leadership communication, including open-door policies, town hall meetings, and team meetings, is vital for fostering trust and alignment. Recognizing and appreciating employees' contributions through communication channels can create a supportive and motivating work environment.

6. CONCLUSIONS

This review paper examines the impact of communication on employees' job satisfaction across various disciplines. It highlights the importance of effective communication in fostering positive attitudes, engagement, and employee well-being. Employees perceive communication as honest, consistent, and responsive, which strengthens their psychological contract with the organization. Communication channels and tools significantly impact job satisfaction, with clear and concise communication reducing misunderstandings, promoting efficient work processes, and enhancing task performance. Organizations should prioritize communication strategies that promote transparency, inclusivity, and supportive interactions to foster job satisfaction and thriving workplace culture.

Declaration of competing interest

The authors declare that there are no competing financial interests.

Acknowledgment

The listed author(s) are thankful to the university for providing the literature services.

Compliance with ethical standards

Research involving human participants and/or animals
 No human participants or animals were involved in this research

Author Contributions

Michael Enyan: Conceptualization, Formal analysis, Writing-Original Draft; Writing-Review and Editing; **Joseph Noah Bangura:** Resources, Methodology, Data Curation, Writing-Review, and Editing; **Mercedes Priscila Ada Asumu Mangue:** Resources, Methodology, Validation, Writing-Review, and Editing. **Olivier Joseph Abban:** Resources, Methodology, Data Curation, Writing-Review and Editing.

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