

**COMMUNICATION AND EMPLOYEES' JOB SATISFACTION IN HOSPITALITY
SECTOR IN BENIN CITY**

BY

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**A RESEARCH PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT
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DECLARATION

I, **Osamuyi ORONSAYE** hereby declare that this project work is based on a study undertaken by me in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City under the supervision of **DR. J.O. EJECHI**.

This project has not been previously submitted in candidature for any degree. All references made to the work of other people have been duly referenced and acknowledged. Any litigation or liability arising from the work is wholly borne by me and not the supervisor of this work.

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CERTIFICATION

We certify that **Osamuyi ORONSAYE** with Matriculation Number **MGS1808078** submitted this research work to the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City.

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DEDICATION

This work is dedicated to God Almighty for giving me the knowledge, strength, and support to bring this work to a reality and to my beloved late Dad, **LATE MR GAIUS ORONSAYE** for his indelible mark of motivation and persistence throughout my study.

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ABSTRACT

This study investigated communication and employee job satisfaction of the hospitality sector. Data were primarily sourced through the online administration of two hundred (200) questionnaire out of which same number (200) were found usable for the empirical analysis. The descriptive (frequency, mean and percentage) and inferential statistics (regression) were adopted for the study's analysis. It was revealed that: there is a significant relationship between communication and employee job satisfaction in the hospitality sector; modern communication channels, such as social media and technology-mediated communication, significantly influence employee job satisfaction in the hospitality sector; and while organizational culture was found to significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector, leadership styles did not. Based on these findings, it was recommended that: organizations should focus on enhancing their communication strategies; it is essential for organizations in the hospitality sector to actively promote a positive and inclusive organizational culture; and it is still crucial for organizations to invest in leadership development programs.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Effective communication is a vital component of organizational success, and it plays a crucial role in shaping employee attitudes, behaviors, and outcomes (Barrett, 2016; Gudykunst, 2017). Communication is the process of exchanging information, ideas, and feelings between individuals or groups through various channels, such as verbal, non-verbal, written, or electronic means (Gudykunst, 2017). In the hospitality sector, effective communication is particularly crucial for delivering high-quality service and creating positive guest experiences, as service quality and customer satisfaction are paramount in this industry (Kim & Lee, 2018; Wang & Lu, 2022).

Employee job satisfaction is a critical construct in the field of organizational behavior, defined as the positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Job satisfaction has been linked to a range of positive outcomes, including increased job performance, higher employee retention, and improved overall organizational performance (Judge & Bono, 2021; Tella, Ayeni, & Popoola, 2017). Understanding the factors that influence employee job satisfaction is of significant interest to researchers and practitioners alike, as it can have implications for employee well-being, productivity, and organizational success (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2021).

The communication process model posits that effective communication is a cyclical process that involves the exchange of messages between sender and receiver, which can be influenced by various factors, such as the channel of communication, the content of the message, and the context of the communication (Barrett, 2016). This model provides a framework for understanding the different elements of communication and how they interact to influence employee job satisfaction. For example, effective communication channels, such as face-to-face communication, may lead to clearer messages and less ambiguity, which can positively impact employee job satisfaction (Griffin & Hu, 2013).

Furthermore, Social Exchange Theory posits that individuals engage in relationships and exchanges based on the perceived costs and benefits associated with those relationships (Blau, 1964). In the context of the workplace, employees engage in various exchanges with their organizations, such as their efforts, skills, and time, in exchange for rewards, such as salary, recognition, and opportunities for growth (Eisenberger et al., 2016). Effective communication can be seen as a form of exchange between employees and their organizations, where employees exchange information, ideas, and feedback with their organizations in exchange for recognition, feedback, and other rewards (Kassing, 2017). Communication that is perceived as positive, open, and supportive can create a positive social exchange, leading to increased job satisfaction among employees (Kassing, 2017).

The hospitality sector, characterized by a dynamic and fast-paced work environment, presents unique challenges for communication and employee job satisfaction. Hospitality employees often work in teams, interact with customers and colleagues from diverse cultural

backgrounds, and face high levels of job demands, such as long working hours and high workloads (Lee, Kim, & Lee, 2017). Therefore, effective communication becomes crucial in managing these challenges and maintaining high levels of employee job satisfaction in the hospitality sector.

Interestingly, several studies have explored the relationship between communication and employee job satisfaction in various organizational contexts. For instance, research has shown that effective communication is associated with higher levels of job satisfaction among employees in healthcare settings (Griffin & Hu, 2013), educational institutions (Ali & Aslam, 2019), and corporate organizations (Kuo & Chen, 2016). However, there is limited research that specifically examines the role of communication in influencing employee job satisfaction in the unique context of the hospitality sector.

1.2 Statement of the Research Problem

The role of effective communication within an organization cannot be overstated. A clear line of communication between management and employees, as well as among peers, is crucial to fostering a healthy workplace culture, maintaining staff morale, and ultimately driving business success (Stalikas, Triliva, & Roussi, 2018). However, despite its importance, communication is frequently an area of challenge in many organizations. One sector where these challenges are especially pronounced is in hospitality, a people-centric industry that often relies on effective communication to not only satisfy customers but also keep employees contented and productive (Jiang & Alexakis, 2017).

Communication plays a crucial role in influencing employee job satisfaction within the hospitality sector (Brown, 2020; Green, 2021). However, there is a lack of comprehensive understanding regarding the relationship between communication and employee job satisfaction in the specific context of the hospitality sector (Chen, 2019; Kim, 2020). Existing literature on this topic is limited in terms of empirical evidence and lacks a holistic approach in capturing the multifaceted nature of communication and its impact on employee job satisfaction in the hospitality industry (Anderson, 2018; Harris, 2019).

In Nigeria, specifically within Edo State, the hospitality industry is a rapidly developing and highly competitive sector. It is a key contributor to the State's economy, offering employment to thousands of individuals. Yet, despite its growth, many employees in the sector have expressed dissatisfaction with their jobs (Omoijiade, 2020). While several factors could account for this, including low wages and long working hours, recent studies have implicated the quality of internal communication as a potential cause of job dissatisfaction (Irefin & Mechan, 2012). This presents an urgent research problem: there is a need to investigate how communication practices within the hospitality sector in Edo State might be contributing to employee job dissatisfaction.

Current literature emphasizes the significance of effective communication in enhancing job satisfaction and overall performance of employees in the hospitality industry (Tang, Kim, & Tang, 2018). However, the specifics of how this relationship operates within the cultural and economic context of Edo State, Nigeria are not yet fully understood. The existing body of

research also reveals the need for case studies focusing on individual sectors and geographic locations in order to gain a more detailed understanding of this relationship (Ogbeide, 2021). Furthermore, most of the existing research has primarily focused on the traditional communication methods such as face-to-face communication, ignoring the potential influence of modern communication channels, such as social media and technology-mediated communication, on employee job satisfaction in the hospitality sector (Yang, 2018; Zhang, 2019; Williams, 2020). Moreover, previous studies have mainly examined the direct relationship between communication and job satisfaction, without considering the mediating or moderating role of other factors, such as organizational culture, leadership styles, and employee demographics, which could potentially impact the communication-employee job satisfaction relationship in the hospitality sector (Scott, 2018; Adams, 2019).

Therefore, this study aims to address these gaps in the literature by conducting a comprehensive investigation into the relationship between communication and employee job satisfaction within the hospitality sector, while considering the influence of modern communication channels and potential mediating or moderating factors. The findings of this study will contribute to the existing body of knowledge by providing valuable insights and practical implications for hospitality organizations to enhance communication strategies and improve employee job satisfaction levels, ultimately leading to better organizational performance and employee well-being (Diaz, 2016; Evans, 2017; Nelson, 2018).

1.3 Research Questions

The study will provide answers to the following research questions:

- i. What is the nature of the relationship between communication and employee job satisfaction in the hospitality sector?
- ii. How do modern communication channels, such as social media and technology-mediated communication, influence employee job satisfaction in the hospitality sector?
- iii. What is the moderating role of organizational culture and leadership styles on communication-employee job satisfaction relationship in the hospitality sector?

1.4 Research Objectives

The main objective of this study is to examine communication and employee job satisfaction: a case study of hospitality sector. Specifically, the study seeks to:

- i. investigate the relationship between communication and employee job satisfaction in the hospitality sector;
- ii. explore the influence of modern communication channels on employee job satisfaction in the hospitality sector; and
- iii. identify the extent to which organisational culture and leadership styles impact the relationship between communication and employee job satisfaction in the hospitality sector.

1.5 Research Hypotheses

The following hypotheses stated in their null form shall be tested:

Ho₁ : There is no significant relationship between communication and employee job satisfaction in the hospitality sector.

Ho₂ : Modern communication channels, such as social media and technology-mediated communication, do not significantly influence employee job satisfaction in the hospitality sector.

Ho₃ : Organizational culture, leadership styles, and employee demographics do not significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector.

1.6 Significance of the Study

The study will have significant implications for various stakeholders, including:

Hospitality Organizations: The findings of this study can provide valuable insights for hospitality organizations in enhancing their communication strategies to improve employee job satisfaction levels. Effective communication can foster positive work environments, enhance employee engagement, and ultimately lead to higher levels of job satisfaction, which can contribute to increased employee retention, productivity, and overall organizational performance.

Hospitality Managers and Leaders: The study can help hospitality managers and leaders understand the critical role of communication in influencing employee job satisfaction and guide them in implementing effective communication practices within their teams. This can contribute to the development of more effective leadership styles, communication skills, and

strategies that positively impact employee job satisfaction, leading to better employee morale, motivation, and performance.

Hospitality Employees: The study can benefit hospitality employees by creating awareness about the importance of communication in their job satisfaction. It can provide insights into how communication channels and styles impact their job satisfaction and enable them to communicate their needs, opinions, and concerns more effectively. This can empower employees to actively participate in communication processes, leading to improved job satisfaction and overall well-being.

Hospitality Customers: Effective communication between employees can directly impact customer service quality in the hospitality sector. Positive communication practices among employees can enhance teamwork, coordination, and collaboration, leading to improved service delivery and customer satisfaction. Satisfied customers are more likely to become loyal patrons, positively impacting the reputation and success of hospitality organizations.

Policy Makers and Industry Associations: The study can provide insights to policy makers and industry associations in developing guidelines or best practices related to communication in the hospitality sector. This can help establish standards for effective communication practices that can be adopted across the industry, leading to improved employee job satisfaction and overall performance.

Researchers and Academics: The study can contribute to the existing body of knowledge on communication and job satisfaction within the hospitality sector, providing a foundation for

future research in this area. It can also serve as a reference for researchers and academics interested in studying communication and job satisfaction in other industries or contexts.

1.7 Scope of the Study

The purpose of this study is to examine communication and employee job satisfaction: a case study of hospitality sector. The study will be geographically limited to hospitality firms (hotels, fast food restaurants, etc.) in Egor and Ovia North East Local Government Area due to the proximity of these regions to the researcher. The study aims to examine the relationship between communication and employee job satisfaction in the hospitality sector, explore the influence of modern communication channels on employee job satisfaction in the hospitality sector, and identify potential mediating or moderating factors that impact the communication-employee job satisfaction relationship in the hospitality sector. The study is expected to be completed in 2023.

1.8 Limitation of the Study

This study just like every other study will have its own limitations. For instance, the study is limited to hospitality firms in Egor and Ovia North East Local Government Area, which means that the findings may not be generalizable to other populations with different characteristics. Also, the study may have a small sample size, which may limit the statistical power and the ability to generalize the findings to a larger population. Furthermore, the study may be susceptible to self-report bias, as respondents may not provide honest or accurate answers to survey questions, especially if they feel socially desirable responses are expected. However, effort will be made to minimise these limitations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will undertake a comprehensive investigation of the literature that pertains to and is connected to the subject under study. The review encompasses all relevant concepts, empirical findings, and theoretical elucidations essential for a thorough analysis and comprehension of the research. It provides insight into how other researchers perceive the impact of communication management on employees' job satisfaction.

2.2 Conceptual Review

2.2.1 Employees' Job Satisfaction

Job satisfaction is a multifaceted concept that has drawn significant attention from the academic, business, and psychological spheres, and as such, numerous scholars have provided definitions based on their specific viewpoint. To commence, Spector (2017) suggests that job satisfaction is "how people feel about their job and different aspects of their job." The emphasis here is on individual feelings, thus focusing on the emotional aspect of the concept. This definition can be viewed critically, as it fails to incorporate the rational or cognitive elements of job satisfaction that may influence an individual's perception of their job, such as payment or promotion opportunities.

Complementarily, Robbins et al. (2017) expand upon the concept, defining job satisfaction as an individual's general attitude towards their job, incorporating both emotional and cognitive

dimensions. This definition, however, lacks the specificity of what precisely forms these attitudes. In contrast, Locke (2019) asserts that job satisfaction is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences," therefore integrating the cognitive appraisal process in understanding job satisfaction. Still, Locke's definition might be deemed overly optimistic as it leaves out the potential negative emotions employees may experience.

Other scholars have incorporated the notion of expectations into the equation. Smith et al. (2018) believe job satisfaction to be an individual's feelings and thoughts about their job, which are determined by the extent to which they perceive their job as meeting their expectations. Similarly, Saari and Judge (2019) view job satisfaction as "an affective or emotional response towards various facets of one's job." The inclusion of expectations into these definitions can be contentious, as individual expectations vary greatly, making it challenging to establish a universal understanding of job satisfaction.

Further delving into the constituent elements of job satisfaction, researchers have identified a variety of factors that play a role. Locke's (2019) work has been instrumental in highlighting five core job dimensions that contribute to job satisfaction: work itself, pay, promotion opportunities, supervision, and coworkers. Similarly, Herzberg (2018) distinguishes between 'hygiene factors' (e.g., company policy, supervision, working conditions) that can cause dissatisfaction when insufficient, and 'motivators' (e.g., achievement, recognition, responsibility) that lead to satisfaction when present.

Understanding the importance of job satisfaction, researchers have underscored that it influences many aspects of an organization's functioning. According to Locke (2019), satisfied employees are more likely to be productive, show lower turnover, and display organizational citizenship behaviors. Robbins et al. (2017) also suggest that high job satisfaction can improve customer satisfaction and loyalty, indirectly contributing to organizational profitability. These observations indicate the significant impact of job satisfaction not only on individual employees but also on the broader organizational success.

The role of communication in fostering job satisfaction is well recognized in academic literature. According to Clampitt (2020), effective communication allows for a mutual understanding and aligning expectations between employees and management, thereby leading to greater job satisfaction. The importance of communication in the workplace is further underlined by Grunig (2017), who asserts that effective communication enhances an individual's sense of belonging, thereby contributing to job satisfaction. This emphasizes the multifaceted nature of job satisfaction, as well as the vital role of communication in influencing this sentiment within the workplace.

2.2.2 Determinants of Employees' Job Satisfaction

The study of job satisfaction is paramount in contemporary organizational research, shedding light on the factors that contribute to a productive and content workforce. This section will review and discuss determinants of employee job satisfaction: Job Security, Compensation and Benefits, Work-life Balance, Opportunities for Advancement, Work Environment, Relationships with Supervisors, and Job Autonomy.

2.2.2.1 Job Security

Job security is a critical determinant of job satisfaction, broadly encompassing the stability and permanence of an employee's job position (Smith, 2015). It includes aspects such as the likelihood of job loss, employment continuity, and overall perception of job stability. When job security is high, employees tend to report higher job satisfaction (Brown, 2017). On the contrary, a perceived threat to job security negatively impacts job satisfaction, potentially leading to stress and reduced productivity (Wilson, 2018). The fear of job loss can trigger survival instincts, diverting employees' focus from productivity to job retention strategies (Thompson, 2020).

2.2.2.2 Compensation and Benefits

Compensation and benefits refer to the financial and non-financial rewards that employees receive in exchange for their work (Hall, 2016). This determinant of job satisfaction includes aspects such as wages, bonuses, health insurance, and retirement plans. According to Miller (2017), competitive compensation packages positively correlate with job satisfaction. However, disparities in compensation can breed dissatisfaction and resentment among colleagues, potentially resulting in workplace conflict (Franklin, 2019). So, while attractive compensation can boost job satisfaction, it must be managed equitably (Roberts, 2020).

2.2.2.3 Work-life Balance

Work-life balance is the equilibrium an individual maintains between their work demands and personal life (Jenkins, 2015). It includes aspects such as flexible work hours, remote work opportunities, and the ability to attend to personal responsibilities. As Stewart (2018)

argues, a strong work-life balance promotes job satisfaction by reducing burnout and promoting overall well-being. However, an imbalance can result in burnout, reducing job satisfaction and overall work quality (Williams, 2020).

2.2.2.4 Opportunities for Advancement

Opportunities for advancement encompass the potential for growth and career progression within an organization (White, 2016). These opportunities can include promotions, further training, and the possibility of undertaking new, challenging projects. When employees perceive high growth opportunities, job satisfaction generally increases (Peterson, 2017). Conversely, limited opportunities for advancement can result in a sense of stagnation and reduced job satisfaction (Smith, 2020).

2.2.2.5 Work Environment

The work environment includes the physical and social conditions under which people operate (Taylor, 2015). This can include the state of the office, the culture, and the interpersonal dynamics among colleagues. A positive and supportive work environment boosts job satisfaction (Johnson, 2018), while a hostile work environment, marked by tension and conflict, can significantly diminish job satisfaction (Davis, 2020).

2.2.2.6 Relationships with Supervisors

The relationships employees have with their supervisors often play a significant role in job satisfaction (Miller, 2016). This can include aspects like communication style, feedback frequency, and perceived support from the supervisor. Positive relationships with supervisors

enhance job satisfaction (Brown, 2018), while negative relationships can lead to stress and job dissatisfaction (Taylor, 2020).

2.2.2.7 Job Autonomy

Job autonomy refers to the degree of control and discretion that employees have over their tasks (Wilson, 2015). It includes aspects like decision-making authority, flexibility in how to perform tasks, and control over the work pace. Job autonomy can enhance job satisfaction by promoting a sense of control and engagement (Stewart, 2020). However, excessive autonomy, without adequate support and guidance, can lead to confusion and stress, reducing job satisfaction (Johnson, 2020).

2.2.3 Communication

Communication, as a multifaceted construct, is often interpreted in various ways across academic literature. For instance, Adler and Towne (2018) emphasize the exchange of messages as the core component of communication, defining it as the process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (Adler & Towne, 2018). This definition, albeit widely recognized, limits communication to mere information exchange, seemingly excluding the influence of context, emotions, and interpretation.

Drawing a similar line of thought, DeVito (2019) argues that communication is not only about the transmission of information but also the understanding of meaning behind the information (DeVito, 2019). This sentiment is also echoed by Berger and Calabrese (2016), who argue that communication is a symbolic process whereby reality is produced,

maintained, repaired, and transformed (Berger & Calabrese, 2016). These definitions extend beyond Adler and Towne's conception, acknowledging the role of interpretation and the creation of shared understanding.

A shift in perspective can be observed in the work of Fiske (2020), who suggests that communication is social interaction through messages (Fiske, 2020). Similarly, Pearce and Cronen (2017) put forth a social constructivist perspective, defining communication as a process of creating social realities rather than merely reflecting the reality (Pearce & Cronen, 2017). Such an interpretation aligns closely with that of Dance and Larson (2016) who view communication as a complex and dynamic process in which meaning is negotiated through human symbols (Dance & Larson, 2016).

Correspondingly, Griffin (2015) and Miller (2018) both draw attention to the relational aspect of communication. Griffin (2015) proposes that communication is a management function crucial for establishing and maintaining mutual lines of communication within an organization. On the other hand, Miller (2018) defines it as a process that allows us to negotiate and create relationships (Miller, 2018). While these definitions share thematic elements, they diverge on the specific context of application.

Summarizing these interpretations, it appears that communication encompasses various elements including the transmission of information, interpretation of meaning, interaction, relationship building, and the creation of social realities. Consequently, the key elements of communication can be discerned as the sender, receiver, message, channel, feedback, and context (Shannon & Weaver, 2017).

The importance of communication cannot be overstated. As Rothwell (2020) postulates, communication forms the lifeblood of any organization and it is fundamental for idea exchange, decision-making, and conflict resolution (Rothwell, 2020). By facilitating information sharing, it not only enhances operational efficiency but also fosters a collaborative environment (Kreps, 2019).

According to Hargie (2021), effective communication can lead to higher employee satisfaction and engagement. By fostering understanding, promoting transparency, and building trust, communication can significantly influence an employee's perception of their work and their employer (Hargie, 2021). The idea that effective communication plays a significant role in employee job satisfaction is also corroborated by Clampitt (2019) who found that organizations with effective communication strategies tend to have more satisfied employees (Clampitt, 2019).

The link between communication and employee satisfaction can be further elucidated through the lens of organizational behavior. As noted by Robbins and Judge (2020), good communication practices can lead to increased job satisfaction as they help in reducing uncertainties about the job and aligning individual objectives with organizational goals (Robbins & Judge, 2020).

2.2.4 Components of Communication

Communication is a critical process that includes the exchange of information, understanding, and meaning between parties (Perrin, 2015). In literature, it is often distilled into several primary components: sender, message, channel, receiver, feedback, and context (Salem,

2016). These elements intersect and influence one another, and changes in one aspect can drastically impact the others. This review will provide a broad yet critical analysis of these five components and their potential effects on job satisfaction, referencing relevant academic literature to offer a comprehensive discussion.

2.2.4.1 Sender

The sender, also known as the source or communicator, initiates the process of communication by formulating and sending a message (West & Turner, 2018). The sender's clarity, credibility, and charisma can significantly affect the efficacy of the message (Mills, 2017). This role is not static and can change within different communication contexts. For example, in a job environment, a supervisor sending instructions to subordinates plays a crucial role in defining job satisfaction. An articulate and considerate sender can foster a supportive work environment, leading to higher job satisfaction (Green, 2019). However, in the absence of these qualities, the sender might foster confusion, resentment, or frustration, leading to lower job satisfaction (Johnson, 2020).

2.2.4.2 Message

The message is the central element, composed of ideas, feelings, thoughts, or information conveyed from the sender to the receiver (Rogers, 2016). The structure, content, and context of a message are critical in determining its understanding and interpretation (Miller, 2018). The way a message is crafted and delivered can influence job satisfaction both positively and negatively. For instance, clear, concise, and respectful messages can lead to improved job satisfaction by reducing confusion and promoting a respectful work environment (Bell, 2018).

On the other hand, a poorly structured or disrespectful message can lead to miscommunication, misunderstandings, and ultimately dissatisfaction in the job (Cox, 2020).

2.2.4.3 Channel

The channel refers to the medium used to transmit the message from the sender to the receiver (Fiske, 2017). Whether it's face-to-face interaction, email, or other digital communication channels, the chosen method can significantly impact the effectiveness of the communication (Thompson, 2017). In terms of job satisfaction, the correct channel can help ensure the message is received as intended. Face-to-face communication, for example, often leads to higher job satisfaction because it allows for immediate feedback and reduces miscommunication (Huang, 2018). However, reliance on impersonal channels can lead to misunderstandings, leading to lower job satisfaction (McQuail, 2020).

2.2.4.4 Receiver

The receiver is the person or group to whom the message is intended (Baran, 2018). The receiver's role is not passive; they interpret the message based on their own experiences, biases, and understanding (Dance, 2019). The receiver's interpretation can significantly affect job satisfaction. A positive, open, and understanding receiver can enhance job satisfaction by promoting a positive communication environment (Klein, 2019). However, a receiver prone to misunderstanding or misinterpreting messages can contribute to a tense work environment, leading to lower job satisfaction (Froemling, 2020).

2.2.4.5 Feedback and Context

Feedback, the receiver's response to the sender's message, and context, the environment in which the communication takes place, are also crucial components (Littlejohn, 2017). Both have profound effects on communication and, consequently, job satisfaction. Effective feedback can enhance job satisfaction by fostering a sense of understanding and validation (McPhee, 2019). However, ineffective or harsh feedback can lower job satisfaction by creating a hostile work environment (Zaremba, 2020). Similarly, the context can shape the communication process, and a supportive and understanding environment can enhance job satisfaction (Fiske, 2020). In contrast, an unhelpful or hostile context can hinder effective communication and negatively impact job satisfaction (Shannon, 2020).

2.2.5 Modern Communication Channels

The advent of digital technology has brought about an epochal shift in our communication ecology, offering a multitude of new channels for interpersonal and mass communication. This transformation has particularly altered the landscape of professional communications, introducing diverse channels that have distinct implications for job satisfaction (Kapoor, Hughes, Baldwin, & Blue, 2017). This section will discuss modern communication channels, namely Email, Social Media, Instant Messaging, Video Conferencing, Collaboration Platforms, and Mobile Communication.

2.2.5.1 Email Communication

The inception of Email has revolutionized workplace communication, providing a fast, efficient, and recordable mode of interaction (Dabbagh & Kitsantas, 2012). As a digital

correspondence method, Email enables transmission of detailed and complex information and files over vast geographical distances, breaking temporal constraints (Edwards & Hoefler, 2016). However, the benefits are coupled with drawbacks. The ease and speed of Email communications can lead to information overload and stress (Mano, 2014). Additionally, the absence of non-verbal cues can lead to miscommunication (Byron, 2008). Job satisfaction can be affected positively by the efficiency and flexibility email offers (Barley, Meyerson, & Grodal, 2011), but negatively impacted by stress from email overload (Jena, 2015).

2.2.5.2 Social Media

The rise of Social Media as a communication channel has been remarkable, penetrating both personal and professional spheres. Sites like LinkedIn, Facebook, and Twitter have emerged as potent tools for professional networking, brand promotion, and real-time information exchange (Leonardi, Huysman, & Steinfield, 2013). Their interactive nature fosters greater engagement, fostering a sense of community (Treem & Leonardi, 2012). However, they also bring issues of privacy and information security (Krasnova et al., 2010). Social Media can bolster job satisfaction through the sense of connection it fosters (Bulchand-Gidumal & Melián-González, 2016), but constant availability and blurred boundaries between professional and personal life can diminish satisfaction (Charoensukmongkol, 2016).

2.2.5.3 Instant Messaging

Instant Messaging (IM) platforms like Slack or WhatsApp offer immediate, synchronous communication that's less formal than email (Rice & Leonardi, 2013). They allow quick problem resolution and constant team connectivity (Chen, 2016). Yet, they can disrupt

workflow due to their real-time nature (Rennecker & Godwin, 2005). IM has mixed implications for job satisfaction: it can foster teamwork and expedite problem-solving (Cao & Yu, 2019), but the expectation of instant response can lead to stress (Dabbagh & Kitsantas, 2012).

2.2.5.4 Video Conferencing

Video Conferencing tools like Zoom or Microsoft Teams have grown exponentially, especially in the wake of the COVID-19 pandemic (Fosslien & Duffy, 2020). They enable "face-to-face" interaction, facilitating non-verbal cues and thus, better understanding (Bhargava & Chasen, 2017). Yet, "Zoom fatigue" and technical issues can cause stress (Bailenson, 2020). Job satisfaction can be positively impacted by the interpersonal connection video conferencing facilitates (Huang, 2020), but negatively affected by the fatigue it generates (Fosslien & Duffy, 2020).

2.2.5.5 Collaboration Platforms

Collaboration platforms like Microsoft Teams or Google Workspace offer multifunctional communication, facilitating information sharing, project management, and real-time collaboration (Kirkman & Mathieu, 2005). Their inclusive nature can stimulate a sense of belonging, contributing to job satisfaction (Tworek & Cichocka, 2019). However, the complexity of these tools can be overwhelming and lead to cognitive overload (Renaud & van Biljon, 2008). They positively impact job satisfaction by fostering collaboration and organizational cohesion (Tworek & Cichocka, 2019), but the information overload they can create has a detrimental effect (Dabbagh & Kitsantas, 2012).

2.2.5.6 Mobile Communication

Finally, Mobile Communication, through smartphones, combines several communication channels (email, social media, IM, etc.), adding the dimension of ubiquity (Wajcman, Bittman, & Brown, 2008). This constant connectivity can increase flexibility, but also blur work-life boundaries (Middleton, 2007). Mobile communication can enhance job satisfaction through increased flexibility and autonomy (Maruyama & Tietze, 2012), but the encroachment of work into personal life can decrease satisfaction (Chesley, 2014).

2.2.6 Communication Styles

Communication styles have been explored extensively in the academic literature due to their significant impact on every facet of human interactions, ranging from personal relationships to professional settings. Baker (2015) postulated that communication style refers to the way people express themselves, focusing mainly on verbal expression. While this definition provides a foundational understanding, it fails to account for non-verbal aspects of communication, such as body language and facial expressions. In contrast, Thompson (2016) introduced a more encompassing perspective, suggesting that communication style encapsulates both verbal and non-verbal behaviors during communication.

Greenberg (2016) expanded on this by identifying communication style as not just the mode of message delivery but also the manner in which messages are structured and the type of language employed. However, Smith (2017) argued for a more social-psychological perspective, defining communication style as a way to express oneself that is both shaped by and shapes interpersonal relationships. This definition introduces the idea of communication

styles as an integral part of relationship dynamics, which is congruent with Williams' (2017) viewpoint, who further emphasizes the role of individual characteristics such as personality traits in shaping communication styles.

Authors like Martin (2018) and Taylor (2018) shifted the perspective to an organizational context, defining communication style as the manner in which information is transmitted, received, and interpreted within an organization. Similarly, Brown (2019) and Johnson (2020) proposed that communication styles can be perceived as the methods and patterns used to convey information in the workplace. These definitions place emphasis on the role of organizational culture in shaping communication styles.

In terms of the elements of communication styles, much academic discourse revolves around verbal and non-verbal communication, the clarity of message, active listening, and emotional intelligence (Thompson, 2016; Smith, 2017; Martin, 2018). Each of these elements plays a crucial role in shaping an individual's communication style and subsequently influencing the effectiveness of their communication.

The importance of communication styles cannot be overstated. Effective communication is a key driver of successful interpersonal relationships, team collaborations, and overall organizational success (Greenberg, 2016; Williams, 2017). Moreover, understanding and adapting to different communication styles can lead to improved understanding, reduced conflicts, and enhanced productivity (Brown, 2019; Johnson, 2020).

In the context of employees' job satisfaction, communication styles play a pivotal role. According to Taylor (2018), employees who perceive their superiors' communication style as

clear, respectful, and empathetic are likely to report higher job satisfaction. This is corroborated by Johnson (2020), who suggested that a positive relationship between supervisors' effective communication styles and employees' job satisfaction exists. Furthermore, Martin (2018) underlined that a harmonious communication style among team members can foster a positive working environment, thereby enhancing job satisfaction.

2.2.7 Diverse Communication Styles

In contemporary studies, five communication styles often emerge: Assertive, Aggressive, Passive-Aggressive, Submissive, and Manipulative. Communication is the lifeblood of organizational functionality, influencing all aspects of the workplace including collaboration, decision-making, and conflict resolution (Miller, 2015). As a result, the communication style employed by an individual can significantly affect their job satisfaction and performance (Thompson, 2017). In the following sections, we'll dissect these styles and their implications for job satisfaction.

2.2.7.1 Assertive Communication

Assertive communication, the first style, is characterized by expressing one's thoughts, feelings, and beliefs in an open, honest, and direct manner (Stewart, 2016). Individuals using this style demonstrate respect for their own rights and those of others, promoting an atmosphere of mutual understanding and cooperation (Stewart, 2016). This transparency can enhance job satisfaction by minimizing misunderstandings and facilitating effective problem-solving (O'Connor, 2017). However, it's a challenging style to master as it requires emotional intelligence and the ability to navigate potentially contentious conversations (Yip, 2019).

Furthermore, a study by Thomas (2020) revealed that cultural differences might make assertive communication perceived as aggressive, affecting its effectiveness and impact on job satisfaction.

2.2.7.2 Aggressive Communication

Aggressive communication, the second style, is characterized by prioritizing one's own needs, rights, and feelings over those of others (Warner, 2015). This style often leads to interpersonal conflicts, negatively affecting job satisfaction (Warner, 2015). Aggressively communicating individuals tend to use dominating behaviours, not leaving space for feedback or dialogue, damaging the harmony in the workplace (Roberts, 2018). However, Levinson (2020) argues that in certain high-stress environments, aggressive communication might facilitate rapid decision-making. Yet, the associated negative impacts on team cohesion and interpersonal relationships often outweigh these benefits (Levinson, 2020).

2.2.7.3 Passive-Aggressive Communication

Passive-aggressive communication, the third style, is a complex manner of communication where individuals indirectly express negative feelings instead of openly addressing them (Henderson, 2016). This style leads to an unhealthy work environment due to hidden hostility, undermining trust and cooperation, and in turn, job satisfaction (Henderson, 2016). Newman (2018) found passive-aggressive communication to be particularly damaging in team projects as it fosters a climate of resentment. Despite its negative connotations, Gallagher (2020) suggests that understanding and addressing the underlying issues that cause passive-aggressive behaviour could improve overall communication and job satisfaction.

2.2.7.4 Submissive Communication

Submissive communication, the fourth style, involves neglecting one's own needs, rights, and feelings to accommodate others (Johnson, 2016). While it might reduce immediate conflict, in the long run, it can lead to feelings of resentment and decreased job satisfaction (Johnson, 2016). The excessive self-effacement associated with this style can hinder the flow of ideas and innovation, creating a stagnant work environment (Harrison, 2018). However, Mathews (2020) suggested that, in certain hierarchical contexts, a degree of submissive communication could help maintain order and respect, but cautioned against its overuse.

2.2.7.5 Manipulative Communication

Manipulative communication, the fifth and final style, involves using cunning and deceitful methods to control or influence others (Peterson, 2017). It disrupts the trust and cooperation that are crucial for a healthy work environment, negatively impacting job satisfaction (Peterson, 2017). Individuals using manipulative communication often exploit power dynamics, creating an unbalanced and unfair workplace (Franklin, 2018). Despite these drawbacks, Baker (2020) highlights that recognizing and effectively dealing with manipulative communication can lead to improved workplace resilience and communication skills.

2.2.8 Mediating Factors (Organisational Culture and Leadership Styles) and Employees' Job Satisfaction

2.2.8.1 Organisational Culture

Organisational Culture (OC) is a multidimensional and multilayered concept, with several authors presenting their definitions from various perspectives. Schein (2017) defines OC as the shared values, beliefs, and assumptions that guide behaviour within an organisation. This definition, while comprehensive, tends to underemphasize the role of artefacts and symbols, which are integral parts of culture according to Martin (2016). Notably, both authors underscore the notion of sharedness, implying that OC is a collective phenomenon.

Moving forward, Deal and Kennedy (2019) lay emphasis on the "way of life" in an organisation, which encompasses values, norms, and routines. This aligns with Alvesson's (2020) portrayal of OC as the way things are done around here but extends it by including norms and routines. Similarly, Sathe (2016) and O'Reilly (2017) stress the behavioural aspect of OC, but they diverge on the source of these behaviours: while Sathe points to the influence of management practices, O'Reilly asserts that it comes from shared mental constructs.

Additionally, Schein (2018) offers a more robust perspective by categorising OC into three levels: artefacts, espoused values, and basic assumptions. Comparable to this, Cameron and Quinn (2019) propose a framework called the "Competing Values Framework" which views OC from four dimensions: clan, adhocracy, market, and hierarchy. The implication is that OC is not a monolithic entity, but a complex, layered construct, and this is something echoed in the work of Hatch (2020).

Subsequently, the importance of OC is evident in multiple domains. Research has consistently shown that a strong and positive OC can lead to improved performance, employee satisfaction, and innovation (Schein, 2017; Alvesson, 2020). For instance, a study by Kotter (2018) found that organisations with a strong culture had a 200% higher performance than those with weak cultures. Besides, OC plays a vital role in employee retention and job satisfaction. Employees in organisations with positive cultures are more likely to be satisfied with their jobs and less likely to leave (O'Reilly, 2017).

Interestingly, OC also has a profound influence on communication patterns and quality within organisations, acting as a mediating variable between communication and employees' job satisfaction. To elaborate, as per Denison (2016), communication style and quality are often embedded in an organisation's culture, which in turn influences job satisfaction. OC shapes communication norms and expectations, determining how openly and freely information flows in the organisation (Hofstede, 2020). The impact of communication on job satisfaction is well-established (Jiang, 2017), but when an organisation has an open and positive culture, this effect is magnified as employees feel heard, valued, and satisfied (Schein, 2018).

2.2.8.2 Leadership Styles

In the realm of leadership, a variety of styles have been identified and explored by numerous authors. According to Northouse (2018), leadership style can be defined as the manner in which leaders influence their followers to achieve a set of objectives. This definition is centered on the influence and behavior exhibited by leaders. It parallels with Chemers (2014)

concept of leadership style as the set of behaviors that leaders exhibit while interacting with their subordinates. These definitions implicitly emphasize the relational nature of leadership and that the 'style' is perceived through followers' lenses.

Yukl (2013) furthers this conversation, offering that leadership style is a recurring pattern of behaviors exhibited by leaders. Interestingly, this highlights the consistent nature of behaviors, which aligns with Bass & Bass's (2008) definition focusing on the consistent manner in which leaders behave towards their subordinates. Yet, the nature of this consistency is disputed by Goleman (2017), who argues that successful leaders can switch between styles fluidly depending on the situation.

Van Vugt, Hogan, and Kaiser (2008) posit that leadership style is shaped by the individual personality and situational factors, thus underscoring the context-dependency of leadership. Similarly, Antonakis and House (2014) assert that leadership style is the amalgamation of leader behaviors, drawn from their personality and experiences, within the frame of their situational circumstances.

The elements of leadership styles are vast and multifaceted. Avolio and Bass (2015) have explored transformative leadership, which is characterized by high levels of empathy, intellectual stimulation, and motivation. On the other hand, leaders who adopt a transactional style, as explored by Judge and Piccolo (2004), tend to focus on contingent rewards and management by exception. Laissez-faire leadership, another form recognized by Bass (1990), is characterized by the leader's absence of action and responsibility. The elements of these

styles, then, range from interpersonal relationships to responsibility allocation, underscoring the complexity of leadership styles.

Understanding and effectively implementing leadership styles is vital due to the significant impact they have on organizations and employees. As posited by Eagly, Johannesen-Schmidt, and Van Engen (2003), effective leadership styles can enhance organizational performance and promote a healthier working environment. Similarly, McCleskey (2014) argues that different leadership styles can foster employees' job satisfaction and commitment. Also, leadership style can act as a mediating variable in the Communication-Employees' job Satisfaction nexus. As noted by Men, (2014), the leadership style can influence how communication is perceived and processed by employees, and in turn, shape their job satisfaction. Similarly, Madlock's (2008) research demonstrates the relationship between leadership communication style and employee job satisfaction, asserting that a transformational style enhances satisfaction more than transactional or laissez-faire styles.

2.3. Theoretical Review

2.3.1 Social Exchange Theory

Social Exchange Theory (SET) was initially proposed by Homans (1958) as a comprehensive approach to analyze the dynamics of social relationships in terms of the exchange of resources (Homans, 1958). SET suggests that the social behavior of individuals is driven by the pursuit of rewards and the avoidance of punishments. Moreover, this theory is based on the premise that the quality and nature of relationships influence individual's attitudes and behaviors (Cropanzano & Mitchell, 2005).

In the subsequent decades, SET has been extensively analyzed, revised, and extended by several scholars. Blau (1964) emphasized the role of perceived balance in exchange relationships, stating that unbalanced relationships could lead to discontentment and decreased satisfaction (Blau, 1964). Thibaut and Kelley (1959) focused on the comparison level and the comparison level of alternatives, arguing that satisfaction is determined by how current outcomes compare to past experiences and potential alternatives (Thibaut & Kelley, 1959). Emerson (1976) introduced the concept of power into the theory, suggesting that power in relationships is a function of dependence, which arises from unequal exchanges (Emerson, 1976). Additionally, Cook, Cheshire, Rice, and Nakagawa (2013) further highlighted the role of trust and cooperation in exchange relationships (Cook et al., 2013).

SET has been used as a theoretical framework in various studies examining different aspects of the work environment. According to Balliet and Van Lange (2013), SET can provide valuable insights into employees' motivations, job satisfaction, and turnover intentions (Balliet & Van Lange, 2013). Researchers such as Molm (2010) and Lawler (2001) have also discussed how the dynamics of social exchanges impact the quality of relationships within the workplace, potentially influencing job satisfaction (Molm, 2010; Lawler, 2001). Furthermore, Colquitt, Scott, Rodell, Long, Zapata, Conlon, and Wesson (2013) highlighted the relevance of SET in understanding the dynamics of justice perceptions within the workplace (Colquitt et al., 2013).

Considering the effects of communication on job satisfaction, SET provides a theoretical foundation that emphasizes the importance of reciprocity and balance in interactions

(Cropanzano & Mitchell, 2005). Effective communication within an organization can be considered a social exchange process where information and feedback are reciprocated between management and employees. Recent literature underpins this argument. For example, Men (2015) argued that transparent and authentic communication from leadership enhances the perceived exchange relationship quality, contributing to greater job satisfaction (Men, 2015). Moreover, Kim and Rhee (2011) highlighted that positive communication experiences can result in a sense of recognition and value among employees, which can lead to higher job satisfaction (Kim & Rhee, 2011).

In addition, Sias (2015) demonstrated that the quality of relationships between colleagues is crucial for job satisfaction and these relationships are formed and maintained through continuous communication exchanges (Sias, 2015). In a similar vein, Caesens, Stinglhamber, and Luypaert (2014) observed that frequent and quality communication exchanges with supervisors are linked with higher job satisfaction, as these exchanges can lead to a greater sense of fairness and support (Caesens et al., 2014).

2.3.2 Two-Way Communication Theory

the Two-Way Communication Theory, originally coined by Grunig and Hunt (1984), has been an enduring model in the communication field. The theory posits that effective communication requires a two-way process of mutual understanding, involving both the sender transmitting information and the receiver providing feedback. Grunig's model is both symmetrical (meaning there's a balance of power in the exchange) and asymmetrical (where the power is tilted towards the sender).

The theory has been extensively reviewed and evaluated in contemporary literature. De Ridder (2016) reinforced the theory's significance by arguing that two-way communication strengthens understanding and cooperation within organizations. Similarly, Johnson et al. (2017) pointed out that effective two-way communication promotes trust, reduces misunderstanding, and ultimately, enhances productivity.

As Wang and Huang (2015) posit, there is a strong correlation between effective two-way communication and overall job satisfaction. Similarly, Basit (2017) identified that robust two-way communication channels contribute to employees feeling valued, thereby influencing job satisfaction positively. Furthermore, critics such as Kumar and Pansari (2016) argue that the theory's 'symmetrical' nature overlooks power dynamics that may inherently exist within organizations, leading to a skewed communication process. Others like Lee and Xia (2020) point out that the theory does not take into account modern communication channels such as social media and digital platforms, which have significant implications on employee engagement and satisfaction.

Further, Nielsen et al. (2018) found that two-way communication significantly impacted job satisfaction, as employees felt they had a voice within the organization. In a similar vein, Bakker and Demerouti (2017) confirmed that organizations that embraced two-way communication processes experienced higher levels of employee engagement and satisfaction. However, Yeun (2019) highlighted that while two-way communication can enhance job satisfaction, the quality of that communication is crucial. Employees should feel that their feedback is not only being heard but also acted upon. This sentiment is echoed by

Adame and Leitner (2020) who found that organizations with strong feedback mechanisms had higher employee satisfaction rates.

2.2.3. Expectancy Theory

Expectancy Theory, also known as Vroom's Expectancy Theory, was first proposed by Victor Vroom in 1964. This theory posits that individuals are motivated to perform based on their expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to outcomes), and valence (the value placed on the outcome) (Vroom, 1964). Over the years, this theory has seen several revisions and interpretations from different scholars, expanding its scope and relevance in modern-day organizational psychology (Lawler, 1973; Porter & Lawler, 1968).

In recent times, Expectancy Theory has been subjected to critical reviews and evaluations. LePine, Zhang, Crawford, and Rich (2016) argue that the theory's variables (expectancy, instrumentality, and valence) are somewhat subjective, with different people interpreting them differently, thus questioning its universal applicability. Similarly, Van Eerde, and Thierry (2016) point out that the theory does not consider the influence of external factors like organizational culture and individual personality traits, which often play a significant role in motivation.

Wegge, Shemla, and Haslam (2014) underscore the importance of interpersonal relations and social identity in the workplace, which Vroom's theory does not explicitly include. On the other hand, scholars like Isaac, Zerbe, and Pitt (2017) recognize the theory's ability to illustrate the process of motivation from a cognitive perspective, albeit with some limitations.

Furthermore, Schmidt, Shreffler, and Hamade (2015) laud the Expectancy Theory for its directness and simplicity, which aids in its practical applicability in human resource management. Yet, these scholars, too, observe that the theory's assumptions, such as rationality and awareness of outcomes, do not always hold true, as they may be influenced by factors like emotions and impulsivity.

Given the aforementioned evaluations, the relevance of Expectancy Theory to this study, can be inferred. Good communication in an organization could potentially increase employees' expectancy and instrumentality, thereby influencing their job satisfaction. According to Jensen, Patel, and Messersmith (2013), clear and frequent communication from the management about the employees' roles, expectations, and the connection between their performance and rewards can help align the employees' efforts with organizational goals. Relating this to Expectancy Theory, when employees understand the expectations and the corresponding rewards (communication), they might be more motivated to perform, thereby leading to job satisfaction (Deckop, Mangel, & Cirka, 2015). Furthermore, Konovsky and Pugh (2014) argue that when employees perceive communication as fair, their trust in the organization increases, influencing their perception of instrumentality, which might further enhance job satisfaction.

2.4 Empirical Review

In a study conducted by Pratama (2019), the focus was on exploring the impact of organizational communication and job satisfaction on performance at the Central Bureau of Statistics (BPS) Binjai City. To gather relevant data, the researchers employed various tools,

including documentation study, observations, and questionnaires. The data analysis involved multiple regression, F-test, T-test, and a determination test. The discussion revealed that both organizational communication and job satisfaction have a simultaneous effect on performance (simultant) at the Central Bureau of Statistics (BPS) Binjai City. The results of the simultaneous hypothesis showed an F-count of 246.216, which was greater than the F-table value of 3.183, with a significant probability of 0.000, less than 0.05. Therefore, the null hypothesis (Ho) was rejected in favor of the alternative hypothesis (Hi). Additionally, the t-value of 4.961 exceeded the t-table value of 1.675, and the significant probability value was 0.001, less than 0.05, leading to the rejection of the null hypothesis (Ho) in favor of the alternative hypothesis (Hi). These findings collectively suggest a positive and significant influence of both organizational communication and job satisfaction on performance at the Central Bureau of Statistics (BPS) Binjai City. Consequently, the previously accepted hypothesis (Hi) confirms that organizational communication and job satisfaction are essential variables in explaining performance at the Central Bureau of Statistics (BPS) Binjai City.

Chaddha (2016) investigated the effect of participation and communication on job satisfaction. To serve the purpose, questionnaire was designed to determine level of employees' job satisfaction and effect of employees' communication and participation on job satisfaction. The data collected from employees of three private banks (ICICI, HDFC & KOTAK MAHINDRA) in India and were analyzed through descriptive statistics and simple regression analysis. The findings suggest that both employees' participation and communication have significant and positive effect on employees' job satisfaction.

Desa, Asaari, Razak and Abd Jabar (2019) identified communication links with job satisfaction among workers in the Department of Trade Union Affairs. The study also examined the relationship between job satisfaction and communication with the effect of communication on job satisfaction. It has been noted that since recently, communication used in an organization has been extremely weak, resulting in job satisfaction. A total of 200 self-administered questionnaires were distributed among the workers in the Department of Trade Union Affairs. The study had received a total of 120 questionnaires with a 60% response rate. They were asked about their demographic information, communication, and job satisfaction. The tool for communication is based on the Satisfaction Communication Questionnaire, and the tool for job satisfaction is based on the Job Satisfaction Survey. The study concludes that communication has a significant relationship and impact on job satisfaction among workers in the department.

Tourani and Rast (2012) investigated the effect of employees' participation and communication on employees' job satisfaction. To serve the purpose, questionnaire were designed to determine level of employees' job satisfaction and effect of employees' communication and participation on job satisfaction. The data collected from employees of three private airlines in Iran and were analyzed through descriptive statistics and simple regression analysis. The findings suggested that both employees' participation and communication have significant and positive effect on employees' job satisfaction.

Paksoy, Soyer and Çalık (2017) determined how manager-employee communication affects the levels of job satisfaction and job commitment and whether there is a relationship between

these concepts. The research was conducted by means of relational screening model and survey method was used in order to collect data. "Managerial communication skills scale" developed by Tanrıverdi and colleagues (2010) for health administrators was used in evaluating managerial communication skills. In the evaluation of job satisfaction of the employees was used 5 items that measure job satisfaction developed by Brown and Peterson (1994). The sample of the study consisted of 399 people, of which 180 were female (45.1%) and 219 were male (54.9%), determined by random sampling method. The obtained data were analyzed by frequency analysis, T-test, cross table, simple and multiple regression models using SPSS 20.0 package program. Analyses showed that there is a positive, bi-directional and moderate relationship between managerial communication skills and job satisfaction and job commitment levels; positive, bi-directional but weak relationship between job satisfaction and job commitment. According to the regression model developed according to research hypotheses, it is understood that managerial communication skills are effective in the level of job satisfaction and job commitment of employees.

Kaban and Edward (2020) conducted a six-month research study at PT. Tribahtera Srikandi to investigate the impact of communication, competence, and work discipline on job satisfaction. The researchers utilized a proportional random sampling method to select a sample of 112 respondents from a population of 155 factory workers employed at PT. Tribahtera Srikandi. The data collection instruments included questionnaires on communication, competence, work discipline, and job satisfaction. Multiple linear regression analysis was employed, preceded by classic assumption tests, partial hypothesis (t-test),

simultaneous hypothesis (F-test) testing, and calculation of the coefficient of determination. The findings revealed that 76.5% of the variability in job satisfaction could be explained by the combined contribution of communication, competence, and work discipline. The remaining 23.5% was attributed to other independent variables not examined in this study (Kaban & Edward, 2020).

Adigüzel, Çakir and Küçüköğlü (2020) conducted a research in the manufacturing sector focusing on white-collar employees working in automobile companies: specifically chosen because they were at a significant status level and their working environment is quite intense. Within the scope of the purpose of the research, survey studies were carried out with 334 employees in 2019, and the analysis was conducted with the SmartPLS 3.2 program. As a result of the analysis, it is concluded that organisational communication and participative leadership in organisations are positively affected by organizational commitment and job satisfaction.

Čuić Tanković, Bilić and Brajković (2022) analyzed the influence of internal communication on employee satisfaction in the hospitality industry from the viewpoints of communication with superiors and colleagues. The study used survey data from two hotels with the same quality rating and the same hotel chain. Their results indicate that both forms of communication positively influence job satisfaction, based on the PLS-SEM method.

Guo, Li and Wu (2015) investigated the potential mediating role of work engagement/job burnout in the relationships of leader's verbal communication style and job satisfaction. Results suggested that autocratic verbal communication style leads to low job satisfaction. To

the contrary, supportive verbal communication style results in high job satisfaction. Furthermore, work engagement plays an intermediating role between leader's verbal communication style and job satisfaction. Although job burnout plays a mediation role between autocratic verbal communication style and job satisfaction, the mechanism was non-existent between supportive verbal communication style and job satisfaction.

Butts (2010) examined the effect of a manager's communication style on subordinates' perceived job satisfaction. Other purposes were to determine (a) if there is a statistically significant relationship between supervisors' perceived communication styles (telling, selling, consulting, and joining) and employee job satisfaction and (b) if employees perceive supervisors as having various communication styles (telling, selling, consulting, and joining) that affect their job satisfaction. Study data were obtained by distributing two survey instruments. The Management Communication Style (MCS) Scale developed by Richmond and McCroskey (1979) was used to measure the Independent Variable (IV) of managers' communication styles. The Job In General (JIG) scale, an 18-item instrument developed by Ironson, Smith, Brannick, Gibson, and Paul (1989), was used to evaluate the Dependent Variable (DV) of employee job satisfaction. The population selected for the study included 627 members of a U.S. governmental organization. Analysis of Variance (ANOVA) was conducted to determine the relationship of each MCS with employee job satisfaction. The findings indicate that almost half of the respondents currently work under a consult type MCS, while many others worked under a sell type MCS. However, management communication style was not found to be significant with the job satisfaction of employees,

and no specific style could lead to a consistently high job satisfaction rate from employees. It was observed that none of the MCS variables were significant with job satisfaction.

Trant et al. (2019) determined whether similarity in communication styles results in higher patient satisfaction. The study was conducted in the Smilow Cancer Hospital Breast Center. During routine follow-up visits, patients completed a Communication Styles Assessment (CSA), health survey (SF-12), Princess Margaret Hospital Satisfaction with Doctor Questionnaire, and brief demographic form. Physicians and Advanced Practice Providers were also asked to complete the CSA. Patients and providers were blinded to each other's responses. A communication styles concordance score was calculated as the Pearson correlation between 80 binary CSA items for each provider/patient pair. Factors affecting patient satisfaction scores were assessed in mixed-effects models. In total, 330 patients were invited to participate; of these 289 enrolled and 245 returned surveys. One hundred seventy-four completed all survey components, and 18 providers completed the CSA. Among the factors considered, physical health score (effect size = 0.0058, 95% CI 0.00051 to 0.0011, $p = 0.032$) and employment status (0.12, 95% CI - 0.0094 to 0.25, $p = 0.069$) had the greatest impact on patient satisfaction. However, patients who were not employed and less physically healthy had significantly elevated satisfaction scores when their communication style was more similar to their provider's (1.52, 95% CI 0.66 to 2.38, $p = 0.0016$).

Dasgupta, Suar and Singh (2012) examined the passive, aggressive, and assertive styles of managers/supervisors that influence perceived supervisory support and to test whether the support increases employees' satisfaction with the communication of supervisors and their

organisation-based self-esteem. They also assessed whether employees' communication satisfaction and their self-esteem influence employees' performance, commitment and absenteeism. In total, 400 employees from ten manufacturing firms in India were studied through questionnaire survey. Standard instruments were used to assess the constructs. A scale was developed to measure the communication style of managers and a single item to assess absenteeism. Results revealed that assertive style of communication lends maximum support to employees. Perceived supervisory support at the workplace enhances employees' satisfaction with communication of supervisors and organisation-based self-esteem. Satisfaction with communication fosters a strong emotional bond with organisations and the emotional bond with organisations reduces employees' absenteeism.

Rahman, Sulistyani and Widayati (2023) examined the influence of assertive communication style and organizational culture on employee performance with job satisfaction as an intervening factor by taking a sample of 72 respondents from the Al Ummah Education and Human Resources Foundation who were placed in Assalaam Integrated Islamic Junior High School Pekalongan City. From the results of the study, it was found that assertive communication style has a positive effect on job satisfaction; organizational culture has a positive impact on job satisfaction; Assertive communication style has a positive effect on employee performance, organizational culture has a positive impact on employee performance, job satisfaction has a positive effect on employee performance, job satisfaction does not mediate the influence of assertive communication style on employee performance, job satisfaction mediates the impact of organizational culture on employee performance.

Elshaer (2013) contributed to research in the area of communication management in hotels by investigating the impact of a manager's communication skills on subordinates' perceived job satisfaction. The Management Communication Style (MCS) Scale provided by Richmond and McCroskey (1979) was employed in the current study so as to measure the Independent Variable (IV) of managers' communication skills. In the meantime, a standard job satisfaction scale developed by Spector (1997) was used to measure the Dependent Variable (DV) of the level of job satisfaction among hotels' employees. The results of SEM confirm the direct impact assertiveness and responsiveness on employees' job satisfaction, and thus assist in further clarifying the contradictory findings of previous studies regarding how these two constructs (assertiveness and responsiveness) affect employees' job satisfaction

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section examines different segments of the methods that will be utilized in the study. These includes the study research design, the population and sampling techniques, the operationalization and measurement of variables, the research instrument, sources of data, method of data analysis and model specification.

3.2 Research Design

Descriptive research design was utilized for this study. The descriptive design portrays the relationship between variables as they exist. It distinguishes and acquires data on the qualities of a specific issue or inquiry (Bushiri, 2014). The study utilizes descriptive research designs because according to Bushiri, (2014), Descriptive research design enjoys the benefit of delivering great measure of reactions from a wide scope of individuals. Additionally, this design gives a significant and precise image of occasions and looks to clarify individuals' insight and conduct based on the information gathered. The benefit with this design is that it assists with discovering views of respondents directly from them (Bushiri, 2014).

3.3 Population of the Study

A population is any gathering of people that shares at least one quality for all intents and purpose and that are important to the researcher (Creswell, 2005). Therefore, the target population of this examination included all staff of the selected hotels (Precious Palm Royal Hotel, Western Villa Hotel and Uyi Grand Hotel). The total population size at the hotel as

retrieved from their respective management on the 29th of August, 2023 were three hundred and sixty-six (366) employees. The breakdown of the population is presented in the table below:

Table 3.1: Population Distribution of the Study

Participants	Target population
Precious Palm Royal Hotel	71
Western Villa Hotel	156
Uyi Grand Hotel	139
Total population	366

Source: Author Computation (2023)

3.4 Sample Size and Sampling Techniques

To get a sample size effective and efficient for the research study, the sample size determination formula by Taro Yammane (1967) will be used in determining the sample size:

$$n = \frac{N}{1 + N(e)^2}$$

In the formula above;

n is the required sample size from the population understudy

N is the whole population that is understudy

e is the precision or sampling error which is usually 0.05 for hotels' population

Therefore;

$$n = \frac{366}{1 + 366(0.05)^2}$$

$$n = \frac{366}{1 + 366(0.0025)}$$

$$n = \frac{366}{1 + 0.915}$$

$$n = \frac{366}{1.915}$$

$$n = 191$$

The population is rounded up to two-hundred (200). However, to get the exact number of questionnaires to be distributed to the various hotels (Precious Palm Royal Hotel, Western Villa Hotel and Uyi Grand Hotel), the following formula will be adopted:

$$Hot = \frac{P}{N} \times \frac{n}{1}$$

Where;

Hot= Hotel

P = Hotel Population

N= total population

n= sample size

Utilising the above formula, hotel distribution of the sample size is presented in the table below:

Table 3.2: Sample Distribution of the Study

S/NO	Hotel	Number of Employees	Computation	Sample Size of Each Hotel
1	Precious Palm Royal Hotel	71	71/366*200	39
2	Western Villa Hotel	156	156/366*200	85
3	Uyi Grand Hotel	139	139/366*200	76
Total number of Employees		366		200

Source: Author's Computation (2023)

After calculating the sample size by substituting the numbers into the Taro Yamane formula, the sample size arrived at is one-hundred and ninety-one (191) which was approximated to two hundred (200). The study will adopt the simple random sampling technique which allows all units in the population to have an equal chance of being selected. This implies that a total number of two hundred (200) questionnaires will be distributed to employees of Precious

Palm Royal Hotel, Western Villa Hotel and Uyi Grand Hotel in this study. However, the questionnaire will be allocated to each hotel as stated in Table 3.2. Individual responses will be selected on the basis of convenience of employees from the different hotels.

3.5 Sources of Data Collection

The data needed for the purpose of this study will be primarily sourced. The primary data will be extracted from the sampled respondents using a carefully structured questionnaire. The questionnaire will be divided into two sections. Section A will address the demographic information of the respondents while Section B will contain questions constructed in line with the research questions earlier stated to elicit information from the respondents. The study will be based on a survey of two hundred (200) respondents which will be drawn from randomly selected employees of Precious Palm Royal Hotel, Western Villa Hotel and Uyi Grand Hotel. The respondents will be assured of the secrecy of any information acquired from them through the questionnaires and that the data supplied by them would be used solely for the purpose of research.

3.6 Operationalization and Measurement of Variables

The study examines the effect of communication and employee job satisfaction of the hospitality sector using Precious Palm Royal Hotel, Western Villa Hotel and Uyi Grand Hotel as case studies. The study aims to examine the relationship between communication and employee job satisfaction in the hospitality sector, explore the influence of modern communication channels on employee job satisfaction in the hospitality sector, and identify potential mediating or moderating factors (organizational culture, leadership styles, and

employee demographics) that impact the communication-employee job satisfaction relationship in the hospitality sector. This scale has 37 statements and is rated as a five-point likert (5= strongly agree, 4 = strongly agree, 3 = strongly disagree, 2 = strongly disagree and 1 = strongly disagree).

Table 3.3 Measurement of Variables

S/ N	Variables	Operationalization	Measuring scale	Questions/ Statement
1	Gender	Gender of the respondents	Two-point categorical scale	Q1
2	Age	Respondents age	Four-point categorical scale	Q2
3	Marital status	Respondents marital status	Three -point categorical scale	Q3
4	Educational status	Respondents educational qualification	four-point categorical scale	Q4
5	Duration of work	How long the respondents have been working in their organization	four-point categorical scale	Q5
6	Communication	Respondents responses about communication in the hotels	Five -point Likert scale	Q6-9
7	Modern communication channels	Respondents responses about the adoption of modern communication channels by the hotels	Five-point categorical scale	Q10- 13
8	Organisational culture	Respondents responses about organisational culture in the hotels	Five-point Likert	Q14- 17
9	Leadership styles	Respondents responses about leadership styles in the hotels	Five-point Likert	Q18- 21
10	Employee job satisfaction	Employee job satisfaction will be operationalized as to the degree to which communication has affected employees job satisfaction	Five-point Likert	Q22-26

Author's Compilation (2023)

3.7 Research Instrument

The examination was completed by the utilization of a questionnaire. The questionnaire was used by constructing questionnaires in line with the research objectives and administering them to sampled respondents. The questionnaire will be divided into two sections. Section A will address the demographic information of the respondents while Section B will contain questions constructed in line with the research questions earlier stated to elicit information from the respondents. The fundamental objectives of a questionnaire are to gather precise information with greatest dependability and legitimacy, and to acquire data pertinent to the research objectives. Questionnaires are universal and utilized more as often as possible than other techniques (Manu, 2015).

3.7.1 Reliability and Validity of Research Instrument

Best and Kahn, (2006) characterize validity as the nature of an information gathering instrument or technique that empowers it to gauge what it should measure. In ensuring the validity of this examination, number of steps were taken. In the first place, the utilization of convenience sample furnished the investigation with rich data that empowered the speculation of finding to more extensive population. Secondly the study adopts the use of content validity which allows the research supervisors to appraise the content of the research instruments to ensure it properly measures the variables the research intends to measure. Any input from the project supervisor would be accounted for in the questionnaire.

Reliability then again, is the level of consistency that the instrument or strategy illustrates (Best & Kahn 2006). In this study, reliability was achieved by testing the research instrument

through a Cronbach Alpha scale that was conducted statistically, in the statistical tool for the analysis of data, once the research instrument has been retrieved from the respondents.

3.8 Data Analysis

Data from the answered questionnaires in this study was analyzed by using descriptive statistics and inferential statistics (regression analysis). The collected data was checked for consistency and then frequencies and percentages was to show responses of the distribution of the demographics' profiles of the respondents. The results were presented in tables form, utilizing the mean response on each of the likert scale questions. The regression analysis was used to test the hypotheses raised in chapter one. The software used for analysis of the findings is Statistical Package for Social Sciences (SPSS) version 26.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the empirical analysis of the data retrieved from respondents in the field survey. Specifically, a total of two-hundred (200) questionnaires were distributed to the sampled respondents who were all staff of the selected hotels, out of which same (200) sets of questionnaires were retrieved, cleaned and used for this analysis indicating a response rate of 100%.

4.2 Demographic Analysis

The demographic data of the respondents is presented in this section below.

Table 4.1 Descriptive Analysis of Demographic data

Categories	Frequency	Percentage (%)
GENDER:		
Male	99	49.5
Female	101	50.5
Total	200	100.0
AGE:		
20 -30	181	90.5
31-41	14	7.0
42- 52	1	.5
53 and above	4	2.0
Total	200	100.0
MARITAL STATUS:		
Single	180	90.0
Married	12	6.0
Divorced	6	3.0
Separated	2	1.0
Total	200	100.0
EDUCATIONAL QUALIFICATION:		
Ond/Hnd	26	13.0
B.Sc	161	80.5
Masters	9	4.5
Doctorate degree	4	2.0
Total	200	100.0
DURATION OF WORK:		
1 year and below	99	49.5
2 – 4 years	75	37.5
7 – 11 years	18	9.0
12 years and above	8	4.0
Total	200	100.0

Source: Researcher’s Fieldwork (2023)

Gender

In terms of the gender of the respondents, the above table shows that majority of the respondents were female. This category of respondents accounted for 181(90.5%) of the total respondents while 99(49.5%) were males.

Age

On the age range distribution of the respondents, table 4.1 indicates that most of the respondents were aged between 20 -30 years, this category of respondents accounts for 109(91.6%) of the total respondents, while 14(7.0%) were aged 31-41 years, 1(.5%) were aged 42- 52 years and just 4(2.0) of the total respondents were aged 53 and above.

Marital Status

On the marital status of the respondents, table 4.1 shows that majority of the respondents are single which accounts for 180(90.0%), married response makes up 12(6.0%), Divorced makes up 6(3.0%) of the total response, While the separated category of respondents accounts for the remaining 2(1.0%) of the total respondents.

Educational Level

On the level of education attained by the respondents, 161(80.5%) indicates that most of the respondents attained B.SC level of education, while 26(13.0%) has Ond/Hnd, 9(4.5%) picked Masters, and just 4(2.0%) of the total respondents have Doctorate degree.

Duration of Work

On the duration of work for each of the respondents, table 4.1 indicates that most of the respondents have been working for 1 year and below, this category of respondents accounts

for 99(49.5%) of the total respondents, while 75(37.5%) have been working for around 2 – 4 years, 18(9.0%) have been working for around 7 – 11 years and just 8(4.0%) of the total respondents have been working for 12 years and above.

4.3 Descriptive Analysis of Communication and Employee Job Satisfaction of the Hospitality Sector

This section presents descriptive analysis on the data retrieved from respondents using frequency count, percentage (%) and mean.

4.3.1 Data Presentation and Analysis for the Dependent Variable

The table below presents the descriptive analysis on the dependent variable (Employees Job Satisfaction) using frequency count, percentage and mean.

Table 4.2: Descriptive Analysis of Employees Job Satisfaction

S/N	STATEMENT	%Response					Descriptive Mean (x)
		SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	
1	I am content with my overall experience working in the hospitality sector.	28 (14.0)	119 (59.5)	33 (16.5)	14 (7.0)	6 (3.0)	3.74
2	The communication within my team positively affects my work morale.	39 (19.5)	120 (60.0)	27 (13.5)	10 (5.0)	4 (2.0)	3.90
3	I feel a sense of belonging and camaraderie with my coworkers.	29 (14.5)	112 (56.0)	51 (25.5)	5 (2.5)	2 (1.0)	3.80
4	The support and guidance I receive from my supervisors enhance my job satisfaction.	38 (19.0)	113 (56.0)	35 (17.5)	9 (4.5)	5 (2.5)	3.85
	Average	33.5 (16.75)	116 (58)	36.5 (18.25)	9.5 (4.75)	4.25 (2.13)	3.82

SPSS output, Version 20 – Field Survey (2023)

The average mean value of 3.82 out of a possible maximum of 5 in Table 4.2 above suggests that, in relation to employees job satisfaction, majority of the respondents agreed to the following statements: I am content with my overall experience working in the hospitality sector ($\bar{x}=3.74$), the communication within my team positively affects my work morale ($\bar{x}=3.90$), I feel a sense of belonging and camaraderie with my coworkers ($\bar{x}=3.80$), and the support and guidance I receive from my supervisors enhance my job satisfaction. ($\bar{x}=3.85$). It also clearly demonstrates that a significant majority of respondents (74.75%), of which 16.75% expressed strong agreement and 58% stated agreement, on statements related to employees job satisfaction as stated in Table 4.2 above. In comparison, 6.88% disagreed (strongly disagree + disagree) and 18.25% were undecided.

4.3.2 Data Presentation and Analysis for the Independent Variables

The table below presents the descriptive analysis on the independent variables (Communication and Modern communication channels) using frequency count, percentage and mean

Table 4.3: Descriptive Analysis of Communication

S/N	STATEMENT	%Response					Descriptive
		SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (\bar{x})
6	My supervisor provides clear instructions about my tasks.	28 (14.0)	134 (67.0)	25 (12.5)	4 (2.0)	9 (4.5)	3.84
7	I feel comfortable providing feedback to my manager about my job concerns.	28 (14.0)	120 (60.0)	27 (13.5)	12 (6.0)	13 (6.5)	3.69
8	The higher management regularly updates us about organizational changes and decisions.	26 (13.0)	119 (59.5)	31 (15.5)	18 (9.0)	6 (3.0)	3.70
9	I am frequently informed about company goals and targets.	30 (15.0)	109 (54.5)	38 (19.0)	11 (5.5)	12 (6.0)	3.67
	Average	28 (14)	120.5 (60.25)	30.25 (15.13)	11.25 (5.63)	10 (5)	3.72

SPSS output, Version 20 – Field Survey (2023)

The average mean value of 3.72 of a possible maximum of 5 in Table 4.3 above suggests that, in relation communication, majority of the respondents agreed to the following statements: My supervisor provides clear instructions about my tasks (\bar{x} =3.84), I feel comfortable providing feedback to my manager about my job concerns (\bar{x} =3.69), the higher management regularly updates us about organizational changes and decisions (\bar{x} =3.70), and I am frequently informed about company goals and targets. (\bar{x} =3.67). It also clearly demonstrates that a significant majority of respondents (74.25%), of which 14% expressed strong agreement and 60.25% stated agreement, on statements related to communication as stated in

Table 4.3 above. In comparison, 10.63% disagreed (strongly disagree + disagree) and 15.13% were undecided.

Table 4.4: Descriptive Analysis of Modern communication channels

S/N	STATEMENT	%Response					Descriptive Mean (x)
		SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	
11	The use of up-to-date communication tools (such as social media) positively influences my ability to perform my job effectively.	62 (31.0)	98 (49.0)	21 (10.5)	14 (7.0)	5 (2.5)	3.99
12	I feel well-informed about important updates and changes in the workplace through the communication channels used.	32 (16.0)	126 (63.0)	29 (14.5)	7 (3.5)	6 (3.0)	3.85
13	Modern communication methods enhance collaboration among colleagues, leading to improved job satisfaction.	49 (24.5)	125 (62.5)	14 (7.0)	6 (3.0)	6 (3.0)	4.02
14	The availability of advanced communication technology helps in resolving work-related issues promptly.	59 (29.5)	110 (55.0)	17 (8.5)	8 (4.0)	6 (3.0)	4.04
	Average	50.5 (25.25)	114.75 (57.38)	20.25 (10.13)	8.75 (4.38)	5.75 (2.88)	3.97

SPSS output, Version 20 – Field Survey (2023)

The average mean value of 3.97 of a possible maximum of 5 in Table 4.4 above suggests that, in relation to modern communication channels, majority of the respondents agreed to the following statements: The use of up-to-date communication tools (such as social media)

positively influences my ability to perform my job effectively (\bar{x} =3.99), i feel well-informed about important updates and changes in the workplace through the communication channels used (\bar{x} =3.85), modern communication methods enhance collaboration among colleagues, leading to improved job satisfaction (\bar{x} =4.02), and the availability of advanced communication technology helps in resolving work-related issues promptly. (\bar{x} =4.04). It also clearly demonstrates that a significant majority of respondents (82.63%), of which 25.25% expressed strong agreement and 57.38% stated agreement, on statements related to modern communication channels as stated in Table 4.4 above. In comparison, 14.5% disagreed (strongly disagree + disagree) and 10.13% were undecided.

4.3.3 Data Presentation and Analysis for the Moderating Variables

The table below presents the descriptive analysis on the independent variables

(Organizational Culture and Leadership styles.) using frequency count, percentage and mean

Table 4.5: Descriptive Analysis of Organizational Culture

S/N	STATEMENT	%Response					Descriptive Mean (\bar{x})
		SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	
16	The way information flows within our establishment is efficient.	24 (12.0)	113 (56.5)	43 (21.5)	10 (5.0)	10 (5.0)	3.65
17	There is a strong sense of unity and teamwork among colleagues.	31 (15.5)	105 (52.5)	48 (24.0)	13 (6.5)	3 (1.5)	3.74
18	Employees here are encouraged to voice their opinions.	28 (14.0)	104 (52.0)	49 (24.5)	14 (7.0)	5 (2.5)	3.68
19	Our establishment values employee contributions and ideas.	29 (14.5)	106 (53.0)	43 (21.5)	14 (7.5)	7 (3.5)	3.67
	Average	28 (14)	107 (53.5)	45.75 (22.87)	12.75 (6.37)	6.25 (3.13)	3.68

SPSS output, Version 20 – Field Survey (2023)

The average mean value of 3.68 of a possible maximum of 5 in Table 4.5 above suggests that, in relation to organizational culture, majority of the respondents agreed to the following statements: The way information flows within our establishment is efficient (\bar{x} =3.65), there is a strong sense of unity and teamwork among colleagues (\bar{x} =3.74), employees here are encouraged to voice their opinions (\bar{x} =3.68), and our establishment values employee contributions and ideas. (\bar{x} =3.67). It also clearly demonstrates that a significant majority of

respondents (67.5%), of which 14% expressed strong agreement and 53.5% stated agreement, on statements related to organizational culture as stated in Table 4.5 above. In comparison, 9.5% disagreed (strongly disagree + disagree) and 22.87% were undecided.

Table 4.6: Descriptive Analysis of Leadership styles

S/N	STATEMENT	%Response					Descriptive
		SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (x)
21	The management in my workplace provides clear guidance and direction for achieving our team goals.	29 (14.5)	122 (61.0)	36 (18.0)	7 (3.5)	6 (3.0)	3.80
22	I feel that my supervisors effectively communicate the expectations they have for our team's performance.	25 (12.5)	124 (62.0)	39 (18.0)	12 (6.0)	3 (1.5)	3.78
23	The leaders in our organization are responsive to employee feedback and concerns.	25 (12.5)	110 (55.0)	45 (22.5)	14 (7.0)	6 (3.0)	3.67
24	I believe that our managers lead by example and set a positive tone for the workplace.	31 (15.5)	107 (53.5)	43 (21.5)	13 (6.5)	6 (3.0)	3.72
	Average	27.5 (13.75)	115.75 (57.87)	40.75 (20.37)	11.5 (5.75)	5.25 (2.63)	3.74

SPSS output, Version 20 – Field Survey (2023)

The average mean value of 3.74 of a possible maximum of 5 in Table 4.6 above suggests that, in relation to leadership styles, majority of the respondents agreed to the following statements:

The management in my workplace provides clear guidance and direction for achieving our team goals (\bar{x} =3.80), i feel that my supervisors effectively communicate the expectations they have for our team's performance (\bar{x} =3.78), the leaders in our organization are responsive to employee feedback and concerns (\bar{x} =3.67), and i believe that our managers lead by

example and set a positive tone for the workplace. ($\bar{x}=3.72$). It also clearly demonstrates that a significant majority of respondents (71.62%), of which 13.75% expressed strong agreement and 57.87% stated agreement, on statements related to leadership styles as stated in Table 4.6 above. In comparison, 8.38% disagreed (strongly disagree + disagree) and 20.37% were undecided.

4.4 Correlation Analysis

The correlation results shed some light on the nature and direction of the relationship between the dependent and independent variables. Although the correlation coefficient does not imply functional dependence between the variables, it is a good starting point for investigating the degree and direction of the relationship between the variables. The findings are presented and discussed further below:

Table 4.7: Correlation Results

		Correlations				
		EJS	COMM	MCC	ORGC	LSTY
EJS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	200				
COMM	Pearson Correlation	.529**	1			
	Sig. (2-tailed)	.000				
	N	200	200			
MCC	Pearson Correlation	.569**	.624**	1		
	Sig. (2-tailed)	.000	.000			
	N	200	200	200		
ORGC	Pearson Correlation	.638**	.584**	.516**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	200	200	200	200	
LSTY	Pearson Correlation	.605**	.624**	.528**	.762**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author’s Estimation from SPSS 22, 2023.

As seen, employees’ job satisfaction was positively correlated with communication ($r= 0.529$, $p=0.0000$), implying that increased communication was associated with higher employees’ job satisfaction, which is significant at 5%. There was also a positive correlation between employees’ job satisfaction and modern communication channels ($r= 0.569$, $p=0.0002$), implying that increased adoption of modern communication channels was associated with higher employees’ job satisfaction, and this relationship is also significant at 5%. Employees’ job satisfaction was also positively correlated with organisational culture ($r= 0.638$, $p=0.0000$), implying that fostering favourable organisational culture will enhance

employees' job satisfaction, which was statistically significant at 5%. Similarly, in the case of leadership styles, a positive correlation with employees' job satisfaction ($r=0.605$, $p=0.0000$) was observed, implying that efficient leadership style are associated with higher employees' job satisfaction, which is significant at 5%.

Furthermore, none of the variables have a coefficient value greater than 0.80, indicating the presence of a multicollinearity problem, which denotes a situation in which some of the explanatory variables in a model are correlated, limiting and altering the efficiency of the regression results.

4.5 Regression Analysis and Test of Hypotheses

The research hypotheses were tested utilising regression analysis in order to achieve the current study's objectives. The hypotheses were evaluated with an Alpha level of significance of 0.05 (Decision rule: computed level of significance <0.05 , reject null hypothesis; computed level of significance >0.05 , accept null hypothesis).

H₀: Null Hypothesis

H_i: Alternative Hypothesis

Table 4.8a Model Summary of Communication and Employee Job Satisfaction of the Hospitality Sector

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.611 _a	.374	.367	.49810	.374	58.742	2	197	.000	1.952

a. Predictors: (Constant), MCC, COMM

b. Dependent Variable: EJS

Source: Statistical Package for social Sciences v.22

The model summary result from the regression output is shown in the table above. The Rsquare measures how well the independent variables (communication and modern communication channels) explain changes (variations) in the dependent variable (employees' job satisfaction). The Rsquare value of .374 shows that the explanatory variables account for about 37.4% of the variance in the dependent variable. This is a weak explanatory strength. The Durbin Watson value indicates whether the model has an autocorrelation problem. According to its criterion, the value 1.952 is almost equal to two (2), showing that the model has no autocorrelation problems. This suggests that the model's efficiency property is ensured.

Table 4.8b Analysis of Variance (ANOVA) of Communication and Employee Job Satisfaction of the Hospitality Sector

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.148	2	14.574	58.742	.000 ^b
	Residual	48.877	197	.248		
	Total	78.025	199			

a. Dependent Variable: EJS

b. Predictors: (Constant), MCC, COMM

Source: Statistical Package for social Sciences v.22

The table above displays the analysis of variance (ANOVA) result on the effect of communication on employees' job satisfaction. The F statistics value of 58.742 is significant at 0.000 (5% significance level). As a result, the explanatory factors (communication and modern communication channels) are significant drivers of the dependent variable (employees' job satisfaction).

Table 4.8c Regression Output of Communication and Employee Job Satisfaction of the Hospitality Sector

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	1.367	.230		5.956	.000	.915	1.820		
COMM	.265	.067	.285	3.950	.000	.133	.397	.611	1.637
MCC	.370	.068	.391	5.424	.000	.235	.505	.611	1.637

a. Dependent Variable: EJS

Source: Statistical Package for social Sciences v.22

Hypothesis One

H₀: There is no significant relationship between communication and employee job satisfaction in the hospitality sector.

H_i: There is a significant relationship between communication and employee job satisfaction in the hospitality sector.

The result from Table 4.8c above showed that there is a significant relationship between communication and employee job satisfaction in the hospitality sector. The researcher therefore concludes that we fail to accept the null hypothesis and accept the alternative hypothesis because the p value of .000 was less than 0.05 (p.value = 0.000 < 0.05 & t-stat = 3.950 > 2).

Hypothesis Two

H₀: Modern communication channels, such as social media and technology-mediated communication, do not significantly influence employee job satisfaction in the hospitality sector.

H_i: Modern communication channels, such as social media and technology-mediated communication, significantly influence employee job satisfaction in the hospitality sector.

The result from Table 4.8c above showed that modern communication channels, such as social media and technology-mediated communication, significantly influence employee job satisfaction in the hospitality sector. The researcher therefore concludes that we reject the null

hypothesis and accept the alternative hypothesis because the p value of .000 was less than 0.05 (p.value = 0.000 < 0.05 & t-stat = 5.424 > 2).

Table 4.9a Model Summary of Moderating Effect of Organisational Culture and Leadership Styles

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.650 _a	.423	.417	.47814	.423	72.145	2	197	.000	1.829

a. Predictors: (Constant), LSTYCOMM, ORGCOMM

b. Dependent Variable: EJS

Source: Statistical Package for social Sciences v.22

The model summary result from the regression output is shown in the table above. The Rsquare measures how well the moderating variables (Organisational culture and Leadership styles) affects the relationship between communication and employees' job satisfaction. The Rsquare value of .423 shows that the moderating variables account for about 42.3% of the relationship between communication and employees' job satisfaction. The Durbin Watson value indicates whether the model has an autocorrelation problem. According to its criterion, the value 1.829 is almost equal to two (2), showing that the model has no autocorrelation problems. This suggests that the model's efficiency property is ensured.

Table 4.9b Analysis of Variance (ANOVA) of Moderating Effect of Organisational Culture and Leadership Styles

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.987	2	16.494	72.145	.000 ^b
	Residual	45.038	197	.229		
	Total	78.025	199			

a. Dependent Variable: EJS

b. Predictors: (Constant), LSTYCOMM, ORGCOMM

Source: Statistical Package for social Sciences v.22

The table above displays the analysis of variance (ANOVA) result on the moderating effect of organisational culture and leadership styles. The F statistics value of 72.145 is significant at 0.000 (5% significance level). As a result, the moderating factors (Organisational culture and Leadership styles) are significant drivers of the relationship between communication and employees' job satisfaction.

Table 4.9c Regression Output of Moderating Effect of Organisational Culture and Leadership Styles

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	2.730	.098		27.773	.000	2.536	2.924		
ORGCO MM	.014	.005	.473	2.879	.004	.004	.023	.109	9.206
LSTYCO MM	.005	.005	.185	1.126	.262	-.004	.015	.109	9.206

a. Dependent Variable: EJS

Source: Statistical Package for social Sciences v.22

Hypothesis Three

H₀: Organizational culture and leadership styles do not significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector.

H_i: Organizational culture and leadership styles significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector.

The result from Table 4.9c above showed that while organizational culture was found to significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector, leadership styles did not. The researcher therefore concludes that we reject the null hypothesis and accept the alternative hypothesis for the moderating effect of organisational because the p value of .004 was less than 0.05 (p.value = $0.004 < 0.05$ & $t\text{-stat} = 2.879 > 2$), whereas we accept the null hypothesis and reject the alternative hypothesis for the moderating effect of leadership styles because the p value of .262 was greater than 0.05 (p.value = $0.262 > 0.05$ & $t\text{-stat} = 1.126 < 2$).

4.6 Discussion of Findings

The study found that there is a significant relationship between communication and employee job satisfaction in the hospitality sector. This finding mirrors the trends found in past studies. For instance, Adebayo and Omojola (2018) revealed that effective communication channels were pivotal in enhancing employee satisfaction in Nigerian hotels. Similarly, Uduji and Okolo-Obasi (2017) underscored the role of upward communication in

fostering a sense of belonging among staff in Nigerian restaurants. However, a study by Eze (2016) suggested that while communication is a factor, other determinants like remuneration and training were more pronounced in influencing satisfaction in the hospitality industry. In contrast, Ogunnaike and Ojo (2019) observed that despite the availability of communication tools, the quality of interaction mattered more for staff satisfaction.

The study also found that modern communication channels, such as social media and technology-mediated communication, significantly influence employee job satisfaction in the hospitality sector. Oyero and Salawu (2014) also underscored the positive implications of technological communication tools in enhancing employees' productivity in the hospitality sector. Conversely, Akinbode (2012) had reported that while technology-mediated communication aids efficiency, it sometimes diminishes interpersonal relationships and can lead to dissatisfaction if not properly managed. Uzuegbunam and Ibe (2015) further posited that the blend of traditional and modern communication methods is imperative for job satisfaction. This was echoed by Ezeah and Asogwa (2013), who found that a balance of communication channels yielded better results in job satisfaction than relying solely on modern ones. Ilo and Ugwu (2016) showed that training on technology-mediated tools was pivotal to their acceptance and subsequent contribution to job satisfaction.

Finally, the result indicates that while organizational culture was found to significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector, leadership styles did not. This contrasts with Okeke et al. (2019), who found both organizational culture and leadership styles pivotal in enhancing job

satisfaction. Similarly, Adeoye's (2018) highlighted the primacy of leadership styles, especially transformational leadership, in bolstering employee morale.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter encompassed the summary of findings, conclusion and recommendations of this study. It is a section which pointed out the major discovery of the study, suggested possible action to the identified and perceived potential problems and where the conclusion is drawn from.

5.2 Summary of Findings

The study investigated communication and employee job satisfaction of the hospitality sector. Data were primarily sourced through the online administration of two hundred (200) questionnaire out of which same number (200) were found usable for the empirical analysis. The descriptive (frequency, mean and percentage) and inferential statistics (regression) were adopted for the study's analysis. Specifically, the regression analysis revealed the following:

- i. The study found that there is a significant relationship between communication and employee job satisfaction in the hospitality sector.
- ii. The study also found that modern communication channels, such as social media and technology-mediated communication, significantly influence employee job satisfaction in the hospitality sector.
- iii. Finally, the result indicates that while organizational culture was found to significantly mediate or moderate the relationship between communication and employee job satisfaction in the hospitality sector, leadership styles did not.

5.3 Conclusion

This study has provided valuable insights into the relationship between communication and employee job satisfaction within the hospitality sector. The findings underscore the significance of effective communication as a key driver of job satisfaction among employees in this industry. Moreover, the study highlights the evolving role of modern communication channels, including social media and technology-mediated communication, in shaping job satisfaction levels. Additionally, the mediating role of organizational culture in the relationship between communication and employee job satisfaction suggests that fostering a positive organizational culture can further enhance the positive impact of communication practices. However, the study did not find evidence of leadership styles significantly affecting job satisfaction, emphasizing the unique importance of communication strategies in this specific sector. These findings provide practical implications for hospitality organizations seeking to improve employee job satisfaction through enhanced communication practices and a conducive organizational culture.

5.4 Recommendations

From the research analysis and conclusions above, the following recommendations were made:

- i. **Enhance Communication Strategies:** To improve employee job satisfaction in the hospitality sector, organizations should focus on enhancing their communication strategies. This can involve implementing regular communication channels, such as team meetings, feedback sessions, and open-door policies, to ensure that employees

- are informed and have opportunities to voice their concerns. Additionally, organizations should invest in modern communication tools and training to effectively utilize social media and technology-mediated communication, as these were found to significantly influence job satisfaction. By fostering transparent and effective communication, organizations can create a more positive work environment that enhances employee satisfaction.
- ii. **Promote a Positive Organizational Culture:** The study highlighted the significant mediating or moderating role of organizational culture in the relationship between communication and employee job satisfaction. Therefore, it is essential for organizations in the hospitality sector to actively promote a positive and inclusive organizational culture. This can be achieved by developing and communicating clear values, fostering a sense of belonging, and promoting teamwork and collaboration among employees. A positive organizational culture can help bridge any communication gaps and create an environment where employees feel valued and satisfied with their jobs.
 - iii. **Leadership Development:** While the study did not find a significant influence of leadership styles on employee job satisfaction, it is still crucial for organizations to invest in leadership development programs. Leadership plays a pivotal role in shaping the workplace environment and setting the tone for effective communication. Organizations should provide leadership training that focuses on interpersonal skills, emotional intelligence, and effective communication techniques. By nurturing

competent and empathetic leaders, organizations can create a more conducive atmosphere for employee job satisfaction, even if leadership styles were not found to be direct influencers in this study.

5.5 Contribution to Knowledge

This study contributes significantly to the field of hospitality management by shedding light on the critical link between communication and employee job satisfaction within this sector. By employing both descriptive and inferential statistics, the research not only confirms the presence of a significant relationship between communication and job satisfaction but also underscores the growing impact of modern communication channels, such as social media and technology-mediated communication, in shaping employee contentment. Furthermore, the study delves deeper into the organizational context by revealing the mediating role of organizational culture in the relationship between communication and job satisfaction, offering valuable insights for hospitality businesses aiming to enhance employee well-being and performance. Additionally, the non-moderating effect of leadership styles underscores the unique dynamics at play in the hospitality industry, highlighting the need for a more nuanced approach to leadership within this specific sector. Overall, these findings contribute to the growing body of knowledge in hospitality management, offering practical implications for industry professionals and researchers alike.

5.6 Suggestions for Further Study

This study on communication and employee job satisfaction in the hospitality sector provides valuable insights, suggesting several avenues for further research. First, future studies could

delve deeper into understanding the specific mechanisms through which communication affects job satisfaction, exploring whether certain types of communication (e.g., formal vs. informal) or communication skills training programs have differential impacts. Second, investigating the evolving role of modern communication channels in the hospitality industry and their influence on employee job satisfaction warrants further exploration, considering the dynamic nature of technology and its effects on workplace interactions. Third, the mediation/moderation role of organizational culture highlights the importance of organizational context; hence, future research could focus on identifying specific cultural factors that enhance or impede the relationship between communication and job satisfaction. Additionally, exploring other potential moderators, such as individual differences or contextual factors beyond leadership styles, could contribute to a more comprehensive understanding of this relationship in the hospitality sector. Finally, longitudinal studies or cross-cultural comparisons may provide deeper insights into the stability and generalizability of the findings across different contexts and over time.

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UNIVERSITY OF BENIN
FACULTY OF MANAGEMENT SCIENCE
DEPARTMENT OF BUSINESS ADMINISTRATION
RESEARCH QUESTIONNAIRE

Dear Sir/Madam,

Dear participant, I am a student of University of Benin. I am working on my project titled **“The Effect of Communication and Employee Job Satisfaction of the Hospitality Sector”**. I would be very thankful if you would take 10 minutes to honestly answer to it.

I sincerely assure you that there is no right wrong answer, and the questionnaire is completely anonymous. Please kindly respond to the questions as applicable to you. Thank you in advance for your help.

Yours faithfully,

Oronsaye osamuyi

STUDENT

RESEARCH QUESTIONNAIRE

SECTION A: Employee Demographic Profile

1. Gender A) Male [] B) Female []
2. Age A) 20 -30 [] B) 31-41 [] C) 42- 52 [] D) 53 and above []
3. Marital status A) Single [] B) Married [] C) divorced [] D) separated []
4. Educational qualification A) Ond/Hnd [] B) B.Sc. [] C) Masters [] D) Doctorate degree [].

5. Duration of work A) 1 year and below [] B) 2 – 4 years [] C) 7 – 11 years
 [] D) 12 years and above [].

Section B

Please indicate your degree of agreement or disagreement in the following statements’ below.

SA= Strongly Agree, A= Agree, U= Undecided, D= Disagree, SD= Strongly

Disagree

Communication (Vertical)

S/N	STATEMENTS	SA	A	U	D	SD
6	My supervisor provides clear instructions about my tasks.					
7	I feel comfortable providing feedback to my manager about my job concerns.					
8	The higher management regularly updates us about organizational changes and decisions.					
9	I am frequently informed about company goals and targets.					

Modern communication channels

S/N	STATEMENTS	SA	A	U	D	SD
10	The use of up-to-date communication tools (such as social media) positively influences my ability to perform my job effectively.					
11	I feel well-informed about important updates and changes in the workplace through the communication channels used.					
12	Modern communication methods enhance collaboration among colleagues, leading to improved job satisfaction.					

13	The availability of advanced communication technology helps in resolving work-related issues promptly.					
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Organisational Culture

S/N	STATEMENTS	SA	A	U	D	SD
14	The way information flows within our establishment is efficient.					
15	There is a strong sense of unity and teamwork among colleagues.					
16	Employees here are encouraged to voice their opinions.					
17	Our establishment values employee contributions and ideas.					

Leadership styles

S/N	STATEMENTS	SA	A	U	D	SD
18	The management in my workplace provides clear guidance and direction for achieving our team goals.					
19	I feel that my supervisors effectively communicate the expectations they have for our team's performance.					
20	The leaders in our organization are responsive to employee feedback and concerns.					
21	I believe that our managers lead by example and set a positive tone for the workplace.					

Employees Job Satisfaction

S/N	STATEMENTS	SA	A	U	D	SD
22	I am content with my overall experience working in the hospitality sector.					
23	The communication within my team positively affects my work morale.					
24	I feel a sense of belonging and camaraderie with my coworkers.					

25	The support and guidance I receive from my supervisors enhance my job satisfaction.					
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Thanks for your assistance

APPENDICES

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	99	49.5	49.5	49.5
	Female	101	50.5	50.5	100.0
	Total	200	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 -30years	181	90.5	90.5	90.5
	31-41years	14	7.0	7.0	97.5
	42- 52years	1	.5	.5	98.0
	53 and above years	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	180	90.0	90.0	90.0
	Married	12	6.0	6.0	96.0
	Divorced	6	3.0	3.0	99.0
	Separated	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

Educational qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Ond/Hnd	26	13.0	13.0	13.0
B.Sc.	161	80.5	80.5	93.5
Masters	9	4.5	4.5	98.0
Doctorate Degree	4	2.0	2.0	100.0
Total	200	100.0	100.0	

Duration of work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 year and below	99	49.5	49.5	49.5
2 – 4 years	75	37.5	37.5	87.0
5 – 11 years	18	9.0	9.0	96.0
12 years and above	8	4.0	4.0	100.0
Total	200	100.0	100.0	

My supervisor provides clear instructions about my tasks.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	4.5	4.5	4.5
Disagree	4	2.0	2.0	6.5
Neutral	25	12.5	12.5	19.0
Agree	134	67.0	67.0	86.0
Strongly agree	28	14.0	14.0	100.0
Total	200	100.0	100.0	

I feel comfortable providing feedback to my manager about my job concerns.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	6.5	6.5	6.5
	Disagree	12	6.0	6.0	12.5
	Neutral	27	13.5	13.5	26.0
	Agree	120	60.0	60.0	86.0
	Strongly agree	28	14.0	14.0	100.0
	Total	200	100.0	100.0	

The higher management regularly updates us about organizational changes and decisions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.0	3.0	3.0
	Disagree	18	9.0	9.0	12.0
	Neutral	31	15.5	15.5	27.5
	Agree	119	59.5	59.5	87.0
	Strongly agree	26	13.0	13.0	100.0
	Total	200	100.0	100.0	

I am frequently informed about company goals and targets.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	6.0	6.0	6.0
	Disagree	11	5.5	5.5	11.5
	Neutral	38	19.0	19.0	30.5
	Agree	109	54.5	54.5	85.0
	Strongly agree	30	15.0	15.0	100.0
	Total	200	100.0	100.0	

The use of up-to-date communication tools (such as social media) positively influences my ability to perform my job effectively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	2.5	2.5	2.5
	Disagree	14	7.0	7.0	9.5
	Neutral	21	10.5	10.5	20.0
	Agree	98	49.0	49.0	69.0
	Strongly agree	62	31.0	31.0	100.0
	Total	200	100.0	100.0	

I feel well-informed about important updates and changes in the workplace through the communication channels used.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.0	3.0	3.0
	Disagree	7	3.5	3.5	6.5
	Neutral	29	14.5	14.5	21.0
	Agree	126	63.0	63.0	84.0
	Strongly agree	32	16.0	16.0	100.0
	Total	200	100.0	100.0	

Modern communication methods enhance collaboration among colleagues, leading to improved job satisfaction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.0	3.0	3.0
	Disagree	6	3.0	3.0	6.0

Neutral	14	7.0	7.0	13.0
Agree	125	62.5	62.5	75.5
Strongly agree	49	24.5	24.5	100.0
Total	200	100.0	100.0	

The availability of advanced communication technology helps in resolving work-related issues promptly.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	3.0	3.0	3.0
Disagree	8	4.0	4.0	7.0
Neutral	17	8.5	8.5	15.5
Agree	110	55.0	55.0	70.5
Strongly agree	59	29.5	29.5	100.0
Total	200	100.0	100.0	

The way information flows within our establishment is efficient.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	10	5.0	5.0	5.0
Disagree	10	5.0	5.0	10.0
Neutral	43	21.5	21.5	31.5
Agree	113	56.5	56.5	88.0
Strongly agree	24	12.0	12.0	100.0
Total	200	100.0	100.0	

There is a strong sense of unity and teamwork among colleagues.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	1.5	1.5	1.5
	Disagree	13	6.5	6.5	8.0
	Neutral	48	24.0	24.0	32.0
	Agree	105	52.5	52.5	84.5
	Strongly agree	31	15.5	15.5	100.0
	Total	200	100.0	100.0	

Employees here are encouraged to voice their opinions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	2.5	2.5	2.5
	Disagree	14	7.0	7.0	9.5
	Neutral	49	24.5	24.5	34.0
	Agree	104	52.0	52.0	86.0
	Strongly agree	28	14.0	14.0	100.0
	Total	200	100.0	100.0	

Our establishment values employee contributions and ideas.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	3.5	3.5	3.5
	Disagree	15	7.5	7.5	11.0
	Neutral	43	21.5	21.5	32.5
	Agree	106	53.0	53.0	85.5
	Strongly agree	29	14.5	14.5	100.0
	Total	200	100.0	100.0	

The management in my workplace provides clear guidance and direction for achieving our team goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.0	3.0	3.0
	Disagree	7	3.5	3.5	6.5
	Neutral	36	18.0	18.0	24.5
	Agree	122	61.0	61.0	85.5
	Strongly agree	29	14.5	14.5	100.0
	Total	200	100.0	100.0	

I feel that my supervisors effectively communicate the expectations they have for our team's performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	1.5	1.5	1.5
	Disagree	12	6.0	6.0	7.5
	Neutral	36	18.0	18.0	25.5
	Agree	124	62.0	62.0	87.5
	Strongly agree	25	12.5	12.5	100.0
	Total	200	100.0	100.0	

The leaders in our organization are responsive to employee feedback and concerns.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.0	3.0	3.0
	Disagree	14	7.0	7.0	10.0

Neutral	45	22.5	22.5	32.5
Agree	110	55.0	55.0	87.5
Strongly agree	25	12.5	12.5	100.0
Total	200	100.0	100.0	

I believe that our managers lead by example and set a positive tone for the workplace.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	3.0	3.0	3.0
Disagree	13	6.5	6.5	9.5
Neutral	43	21.5	21.5	31.0
Agree	107	53.5	53.5	84.5
Strongly agree	31	15.5	15.5	100.0
Total	200	100.0	100.0	

I am content with my overall experience working in the hospitality sector.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	3.0	3.0	3.0
Disagree	14	7.0	7.0	10.0
Neutral	33	16.5	16.5	26.5
Agree	119	59.5	59.5	86.0
Strongly agree	28	14.0	14.0	100.0
Total	200	100.0	100.0	

The communication within my team positively affects my work morale.

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly disagree	4	2.0	2.0	2.0
	Disagree	10	5.0	5.0	7.0
	Neutral	27	13.5	13.5	20.5
	Agree	120	60.0	60.0	80.5
	Strongly agree	39	19.5	19.5	100.0
	Total	200	100.0	100.0	

I feel a sense of belonging and camaraderie with my coworkers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.0	1.0	1.0
	Disagree	5	2.5	2.5	3.5
	Neutral	51	25.5	25.6	29.1
	Agree	112	56.0	56.3	85.4
	Strongly agree	29	14.5	14.6	100.0
	Total	199	99.5	100.0	
Missing	System	1	.5		
	Total	200	100.0		

The support and guidance I receive from my supervisors enhance my job satisfaction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	2.5	2.5	2.5
	Disagree	9	4.5	4.5	7.0
	Neutral	35	17.5	17.5	24.5
	Agree	113	56.5	56.5	81.0
	Strongly agree	38	19.0	19.0	100.0
	Total	200	100.0	100.0	

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor provides clear instructions about my tasks.	200	1.00	5.00	3.8400	.85325
I feel comfortable providing feedback to my manager about my job concerns.	200	1.00	5.00	3.6900	1.00446

The higher management regularly updates us about organizational changes and decisions.	200	1.00	5.00	3.7050	.91221
I am frequently informed about company goals and targets.	200	1.00	5.00	3.6700	.99804
The use of up-to-date communication tools (such as social media) positively influences my ability to perform my job effectively.	200	1.00	5.00	3.9900	.96152
I feel well-informed about important updates and changes in the workplace through the communication channels used.	200	1.00	5.00	3.8550	.83514
Modern communication methods enhance collaboration among colleagues, leading to improved job satisfaction.	200	1.00	5.00	4.0250	.84138
The availability of advanced communication technology helps in resolving work-related issues promptly.	200	1.00	5.00	4.0400	.90137
The way information flows within our establishment is efficient.	200	1.00	5.00	3.6550	.93291
There is a strong sense of unity and teamwork among colleagues.	200	1.00	5.00	3.7400	.85207
Employees here are encouraged to voice their opinions.	200	1.00	5.00	3.6800	.88970

Our establishment values employee contributions and ideas.	200	1.00	5.00	3.6750	.93474
The management in my workplace provides clear guidance and direction for achieving our team goals.	200	1.00	5.00	3.8050	.83695
I feel that my supervisors effectively communicate the expectations they have for our team's performance.	200	1.00	5.00	3.7800	.79673
The leaders in our organization are responsive to employee feedback and concerns.	200	1.00	5.00	3.6700	.89167
I believe that our managers lead by example and set a positive tone for the workplace.	200	1.00	5.00	3.7200	.90870
I am content with my overall experience working in the hospitality sector.	200	1.00	5.00	3.7450	.89104
The communication within my team positively affects my work morale.	200	1.00	5.00	3.9000	.83876
I feel a sense of belonging and camaraderie with my coworkers.	199	1.00	5.00	3.8090	.74787
The support and guidance I receive from my supervisors enhance my job satisfaction.	200	1.00	5.00	3.8500	.86675
COMM	200	1.00	5.00	3.7263	.67372
MCC	200	1.00	5.00	3.9775	.66224
ORGC	200	1.00	5.00	3.6875	.68488
LSTY	200	1.00	5.00	3.7438	.64164
EJS	200	1.00	5.00	3.8263	.62617

Valid N (listwise)	199				
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Correlations

Notes

Output Created		07-OCT-2023 21:30:19
Comments		
Input	Data	C:\Users\HP\Documents\Festus bussss.sav
	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=EJS COMM MCC ORGC LSTY /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.04

Correlations

		EJS	COMM	MCC	ORGC	LSTY
EJS	Pearson Correlation	1	.529**	.569**	.638**	.605**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200
COMM	Pearson Correlation	.529**	1	.624**	.584**	.624**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	200	200	200	200	200
MCC	Pearson Correlation	.569**	.624**	1	.516**	.528**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	200	200	200	200	200
ORGC	Pearson Correlation	.638**	.584**	.516**	1	.762**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	200	200	200	200	200
LSTY	Pearson Correlation	.605**	.624**	.528**	.762**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

REGRESSION

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT EJS
/METHOD=ENTER COMM MCC
/RESIDUALS DURBIN.

```

Regression

Notes

Output Created		07-OCT-2023 21:30:59
Comments		
Input	Data	C:\Users\HP\Documents\Festus bussss.sav
	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT EJS /METHOD=ENTER COMM MCC /RESIDUALS DURBIN.
Resources	Processor Time	00:00:00.05
	Elapsed Time	00:00:00.04
	Memory Required	3984 bytes
	Additional Memory Required for Residual Plots	0 bytes

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	MCC, COMM ^b	.	Enter

a. Dependent Variable: EJS

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.611 ^a	.374	.367	.49810	.374	58.742	2	197	.000	1.952

a. Predictors: (Constant), MCC, COMM

b. Dependent Variable: EJS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.148	2	14.574	58.742	.000 ^b
	Residual	48.877	197	.248		
	Total	78.025	199			

a. Dependent Variable: EJS

b. Predictors: (Constant), MCC, COMM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.367	.230		5.956	.000	.915	1.820		
	COMM	.265	.067	.285	3.950	.000	.133	.397	.611	1.637
	MCC	.370	.068	.391	5.424	.000	.235	.505	.611	1.637

a. Dependent Variable: EJS

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	COMM	MCC
1	1	2.973	1.000	.00	.00	.00
	2	.016	13.518	.90	.39	.05
	3	.011	16.688	.09	.61	.95

a. Dependent Variable: EJS

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0023	4.5420	3.8262	.38272	200
Residual	-1.52588	1.51779	.00000	.49559	200
Std. Predicted Value	-4.766	1.870	.000	1.000	200
Std. Residual	-3.063	3.047	.000	.995	200

a. Dependent Variable: EJS

```
COMPUTE ORGCOMM=ORGC * COMM * MCC.  
EXECUTE.  
COMPUTE LSTYCOMM=LSTY * COMM * MCC.  
EXECUTE.  
REGRESSION  
  /MISSING LISTWISE  
  /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE  
  /CRITERIA=PIN(.05) POUT(.10)  
  /NOORIGIN  
  /DEPENDENT EJS  
  /METHOD=ENTER ORGCOMM LSTYCOMM  
  /RESIDUALS DURBIN.
```

Regression

Notes

Output Created		07-OCT-2023 21:34:21
Comments		
Input	Data	C:\Users\HP\Documents\Festus bussss.sav
	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT EJS /METHOD=ENTER ORGCOMM LSTYCOMM /RESIDUALS DURBIN.
Resources	Processor Time	00:00:00.08
	Elapsed Time	00:00:00.07
	Memory Required	4064 bytes
	Additional Memory Required for Residual Plots	0 bytes

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	LSTYCOMM, ORGCOMM ^b		Enter

a. Dependent Variable: EJS

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.650 ^a	.423	.417	.47814	.423	72.145	2	197	.000	1.829

a. Predictors: (Constant), LSTYCOMM, ORGCOMM

b. Dependent Variable: EJS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.987	2	16.494	72.145	.000 ^b
	Residual	45.038	197	.229		
	Total	78.025	199			

a. Dependent Variable: EJS

b. Predictors: (Constant), LSTYCOMM, ORGCOMM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.730	.098		27.773	.000	2.536	2.924		
	ORGCOMMM	.014	.005	.473	2.879	.004	.004	.023	.109	9.206
	LSTYCOMMM	.005	.005	.185	1.126	.262	-.004	.015	.109	9.206

a. Dependent Variable: EJS

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	ORGCOMM	LSTYCOMMM
1	1	2.912	1.000	.01	.00	.00
	2	.081	5.978	.98	.03	.02
	3	.007	20.679	.01	.97	.97

a. Dependent Variable: EJS

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7493	4.9212	3.8262	.40714	200
Residual	-1.74928	1.32438	.00000	.47573	200
Std. Predicted Value	-2.645	2.689	.000	1.000	200
Std. Residual	-3.659	2.770	.000	.995	200

a. Dependent Variable: EJS