

The relationship between Communication Satisfaction and Job Satisfaction: A Survey among Junior Executives Working in the Private Sector of Bangladesh

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ABSTRACT

The study was an attempt to explore the relationship between communication satisfaction and job satisfaction. Data was collected using the “Communication Satisfaction Questionnaire” developed by Downs and Hazen’s (1977) and the “Job Satisfaction Survey” developed by Paul E. Spector (1985). A total of 284 junior executives working in the private sector of Bangladesh took part in the survey during August-September 2015. Measures of central tendency, dispersion and association have been used as part of descriptive statistics while multiple linear regression analysis has been used to identify significant predictors of job satisfaction. The study reveals that the respondents were fairly satisfied with overall communication in the organizations while the level of job satisfaction was found to be slightly above the average. The study also reveals that almost all the dimensions of communication satisfaction have a positive effect on job satisfaction. Among them, the “Relationship to Superiors” has been marked as the most important factor while “Communication Climate” has been identified as the least important one.

Keywords: Private Sector, Effective Communication, Communication Satisfaction, Job Satisfaction.

INTRODUCTION

Communication is the ever-present activity by which people relate to one another and combine their efforts. It is necessary to perpetuate the health of the organization. Just as people may develop arteriosclerosis, a hardening of the arteries that restricts the flow of blood and the nutrients it carries, so many an organizations develop similar problems with its information arteries. The result is the same-unnecessarily reduced efficiency due to key information being blocked or restricted at various points throughout the organization. And just like the medical ailment, preventing the problem may be easier than trying to find a cure (Davis and Newstrom, 1985).

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Effective communication is a basic prerequisite for the attainment of organizational objectives (Merryman, 1996). When communication is effective, people understand their jobs better and feel more involved in them (Smriti). Communication satisfaction is therefore related to job satisfaction (Ehlers, 2003; Goris *et al.*, 2000; Kongchan, 1985; Goldhaber *et al.*, 1978; Marrett *et al.*, 1975). Contrary, if organizational communication is inadequate, it results low organizational commitment, more absenteeism, greater employee turnover, and less productivity (Hargie *et al.*, 2002).

Researchers have provided several definitions of communication satisfaction since Level (1959) first introduced the term. Based on research conducted exclusively in the U.S., the first definitions of communication satisfaction emphasized the construct's uni dimensionality. Thayer (1969) defined the term as "the personal satisfaction a person experiences when communicating successfully". Redding (1978) in an analysis of several studies, reported that communication satisfaction was used to refer to the overall degree of satisfaction an employee perceives in the total communication environment. Downs and Hazen's (1977) and Downs' (1990) research indicates that communication satisfaction is a multidimensional construct. These researchers define the term as an individual's satisfaction with various aspects of communication in the organization (Federico, 2002).

The concept of job satisfaction has also been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Building on this conceptualization, Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 1993).

Studying job satisfaction and its relationship with communication satisfaction facilitate better understanding of how various dimensions of communication associates with job satisfaction. Employee satisfaction with the amount of information available to them may enhance their positive attitudes toward an organization. Additionally, employees are more likely to be satisfied with their jobs if they are satisfied with the amount of information they received on the job (Kalemci, 2013).

Rationale of the Study

Private sector has been playing a significant role in the economic development of Bangladesh. The sector's contribution to growth became more prominent in the 1990s, with steady growth in the production and export of ready-made garments (RMG), textiles, knitwear, and frozen foods such as shrimp. The sector is driving innovation and growth in many other sectors which have traditionally been dominated by government institutions: Education, Power Generation, Airlines, Healthcare, Television, Infrastructure, etc. According to Bangladesh Bureau of Statistics (BBS), the total investment of GDP in FY2014-15 was 28.97 percent out of which 22.07 percent came from the private sector. However, even though the sector is growing rapidly, it is still facing a number of significant challenges in order to ensure high organizational commitment and hence higher productivity. Lack of effective communication, which leads to lower job satisfaction, is one of the challenges many managers face in this regards.

After doing rigorous literature review, it is found that there are many studies in different countries which investigated the relationship between communication satisfaction and job satisfaction. As the private sector has been the main engine of economic growth and employment generation in Bangladesh, the researcher inclined to conduct the research in order to assess the level of and the relationship between communication satisfaction as well as job satisfaction in this sector.

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To measure the level of communication satisfaction among junior executives working in the private sector of Bangladesh;
2. To assess the level of job satisfaction among junior executives working in the private sector of Bangladesh; and
3. To explore the relationship between job satisfaction and communication satisfaction;
4. To find out the impact of the various dimensions of communication satisfaction on job satisfaction.

METHODOLOGY

This study, cross-sectional in nature, has been carried out to assess the communication satisfaction levels of the junior-level executives' working for different private companies

in Dhaka, Narayanganj and Gazipur cities of Bangladesh. The survey was conducted during August - September 2015 using two sets of structured questionnaires. The questionnaires were personally administered to a conveniently selected 396 respondents who took part in the Diploma in Human Resource Management course offered by Bangladesh Institute of Management, Dhaka. Among them, a total of 284 complete responses (72 percent) were received, of which, 216 were male and the others were female. Respondents' mean age is 29.26 years and mean length of service is 3.24 years. Measures of central tendency, dispersion and association (i.e., mean, standard deviation and correlation) have been used as part of descriptive statistics to analyze the data. Both the Pearson's correlation and multiple linear regression have also been used for responding the various research questions and hypothesis. Statistical software- the Statistical Package for Social Sciences (SPSS)- has been used to analyze the data.

Hypothesis of the Study

In light of the objectives of the study, the following null hypothesis has been proposed:
H₀: Higher level of communication satisfaction leads to higher level of job satisfaction.

Measurement Instrument

The instruments used for this study are the "Communication Satisfaction Questionnaire (CSQ)" developed by Downs and Hazen's (1977) and the "Job Satisfaction Survey (JSS)" developed by Paul E. Spector (1985).

Communication Satisfaction Questionnaire (CSQ)

The CSQ has forty items divided into eight dimensions: Communication Climate, Supervisory Communication, Organizational Integration, Media Quality, Co-worker Communication, Organizational Perspective, Personal Feedback, and Relationship with Subordinates. Each dimension contained five items and the total score was computed using 40 items. The instrument uses a 7-point Likert scale ranging between "very dissatisfied" and "very satisfied". The questionnaire has been found internally consistent and reliable across all organizations (Greenbaum *et al.*, 1988). It has proved to be a useful tool for organizational diagnosis in a wide range of organizations (Clampitt and Downs, 1987). The various dimensions of CSQ are explained below:

- Communication climate comprehends the extent to which communication in the organization motivates employees to meet organizational goals. Also this dimension makes employees identify with the organization. It involves judgments of whether people's attitudes towards communication are healthy in the organization.

- Supervisory communication encompasses both the upward and downward facets of communicating with supervisors. Three of the principle items contain the degree to which a superior is open to ideas, the degree to which the executive listens and pays attention, and the degree to which direction is offered in solving job-related problems.
- Organizational integration focuses on the extent to which employees receive information about their immediate work environment and comprehends information received by employees and their opportunities to participate in the system.
- Media quality is related with the measurement of the helpfulness, clearness and amount of information connected with channels such as publications, memos, and meetings.
- Co-worker communication measures the degree to which horizontal and informal communication is accurate and free flowing.
- Organizational perspective involves the measurement of the satisfaction with information about the organization as a whole such as its goals and performance, and financial standing.
- Personal feedback comprehends the extent to which individuals think that their efforts are recognized, and their supervisors realized their problems, and the measures by which they are being estimated are objective.
- Relationship with subordinates concerns with the openness of individuals to downward communication and their receptiveness and potentiality to send good information upward.

Job Satisfaction Survey (JSS)

The JSS consists of nine facets of job satisfaction: Pay, Promotions, Supervision, Fringe Benefits, Contingent Rewards (performance rewards), Operating Conditions, Coworkers, Nature of Work, and Communication. The instrument uses a 6-point Likert scale ranging from "strongly disagree" to "strongly agree". Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24; while scores for overall job satisfaction, based on the sum of all 36 items, can range from 36 to 216. A higher score indicated higher job satisfaction.

The various facets of JSS are explained below:

- Pay: Satisfaction with pay and pay raises.
- Promotion: Satisfaction with promotion opportunities.
- Supervision: Satisfaction with person's immediate supervision.
- Fringe benefits: Satisfaction with monetary and non-monetary fringe benefits.

- Contingent rewards: Satisfaction with appreciation, recognition and rewards for good work.
- Operating procedures: Satisfaction with operating policies and procedures.
- Co-workers: Satisfaction with co-workers.
- Nature of work: Satisfaction with type of work done.
- Communication: Satisfaction with communication within the organization.

DATA ANALYSIS AND FINDINGS

Measures of Central Tendency and Dispersion

Research objectives as to measure the level of communication satisfaction as well as job satisfaction among junior executives working in the private sector of Bangladesh were addressed by examining the mean, median and standard deviation of overall and of different dimensions of communication satisfaction and job satisfaction. The results are presented below in Table 1 and 2.

Table 1: Level of Respondent's Communication Satisfaction (n= 284)

Variables	Perceived Communication Satisfaction		
	Mean* (out of 7)	Median	Std. Deviation
Organizational Perspective	4.79	4.80	0.42
Communication Climate	4.72	4.80	0.36
Media Quality	4.80	4.80	0.37
Organizational Integration	4.90	4.80	0.42
Horizontal Communication	4.76	4.80	0.42
Relationship to Superiors	4.75	4.80	0.39
Personal Feedback	4.50	4.60	0.23
Relationship with Subordinates	4.51	4.60	0.23
Overall Communication Satisfaction	4.71	4.72	0.24

* The mean is calculated as follows:

- Firstly, respondent-wise mean score of communication satisfaction for each dimension was calculated by dividing the total score of each respondent by the number of items in each dimension (items=5). Then the mean scores of each respondent were summed and divided by the number of respondents (n=284) to obtain mean score of communication satisfaction for each dimension.
- In order to obtain the mean score of overall communication satisfaction, the mean scores of communication satisfaction for each dimension were summed and divided by the number of dimensions (dimensions=8).

From the above table, it can be said that the level of “overall communication satisfaction” was significantly less since the score (mean=4.71) fits in below the label of “somewhat satisfied” (value 5 on a 7-point scale). The result also shows that the highest score with ‘organizational integration’ (mean=4.90) was found to be very close to the label of “somewhat satisfied” followed by “media quality” (mean=4.80), “organizational perspective” (mean=4.79), “horizontal communication” (mean=4.76), “relationship to superiors” (mean=4.75) and “communication climate” (mean=4.71). On the contrary, the lowest score was found with ‘personal feedback’ (mean=4.50) lies exactly between the label of “indifferent” and “somewhat satisfied” followed by “relationship with subordinates” (mean=4.51).

Table 2: Level of Respondent’s Job Satisfaction

Variables	Perceived Job Satisfaction		
	Mean* (out of 6)	Median	Std. Deviation
Pay	2.65	2.50	0.38
Promotion	4.04	4.00	0.14
Supervision	4.59	4.50	0.28
Fringe Benefits	2.72	2.75	0.39
Contingent Rewards	3.55	3.50	0.26
Operating Conditions	3.51	3.50	0.24
Coworkers	4.66	4.70	0.27
Nature of work	4.75	4.75	0.40
Communication	3.49	3.50	0.24
Overall Job Satisfaction	3.77	3.77	0.18

* The mean is calculated as follows:

- Firstly, respondent-wise mean score of job satisfaction for each facet was calculated by dividing the total score of each respondent by the number of items in each facet (items=4). Then the mean scores of each respondent were summed and divided by the number of respondents (n=284) to obtain mean score of job satisfaction for each facet.
- In order to obtain the mean score of overall job satisfaction, the mean scores of job satisfaction for each facet were summed and divided by the number of facets (facets=9).

The above table shows that the level of overall job satisfaction of the respondents were found to be slightly above the average (mean=3.77). Nature of work (mean=4.75), coworkers (mean=4.66), and supervision (mean=4.59) were the most highly satisfied

factors of job satisfaction while pay (mean=2.65), fringe benefits (mean=2.72), and operating conditions (mean=3.51) were the least satisfied factors.

Measures of Association

The relationship between communication satisfaction and job satisfaction was addressed by examining the correlations between eight dimensions of Communication Satisfaction and nine dimensions of Job Satisfaction Survey. The correlation coefficients are given below in Table 3.

Table 3: Correlation between Communication Satisfaction and Job Satisfaction

Job Satisfaction Dimensions	Communication Satisfaction Dimensions								
	Comm. Climate	Relationship to Superior	Org. Integration	Media Quality	Horiz. Comm.	Org. Persp.	Feed-back	Relation with subordinate	Overall Comm. Satisfac.
Pay	.372**	.789**	.428**	.421**	.466**	.390**	.293**	.290**	.665**
Promotion	.091	-.021	.067	.053	.015	.041	.022	.075	.062
Supervision	.266**	.847**	.389**	.314**	.381**	.194**	.246**	.226**	.553**
Fringe Benefits	.902**	.188**	.430**	.139*	.384**	.154**	.772**	.817**	.642**
Contingent Rewards	.351**	.337**	.753**	.458**	.358**	.136*	.265**	.313**	.567**
Operating Conditions	.801**	.109	.327**	.072	.293**	.102	.854**	.903**	.559**
Coworkers	.407**	.584**	.785**	.463**	.431**	.302**	.347**	.371**	.705**
Nature of work	.162**	.507**	.346**	.732**	.408**	.311**	.073	.076	.527**
Communication	.758**	.223**	.332**	.147*	.355**	.108	.906**	.854**	.606**
Overall Job Satisfaction	.767**	.711**	.723**	.562**	.602**	.350**	.691**	.714**	.937**

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

* . Correlation is significant at the 0.05 level (2-tailed).

According to results of Pearson’s correlation analysis, nearly all of the communication satisfaction dimensions, except “promotion”, significantly correlated with overall job satisfaction and it’s dimensions.

As seen on Table 3, overall communication satisfaction significantly and positively correlated with job satisfaction factors of coworkers (r=.705), pay (r=.665), fringe benefits (r=.642), communication (r=.606), contingent rewards” (r=.567), operating conditions (r=.559), supervision (r=.553), and nature of work (r=.527). Similarly, overall job satisfaction significantly and positively correlated with communication satisfaction factors of communication climate (r=.767), organizational integration (r=.723), relationship with subordinates (r=.714), relationship to superiors (r=.711), personal

feed-back ($r=.691$), horizontal communication ($r=.602$), media quality ($r=.562$) and organizational perspective ($r=.350$).

Also, overall communication satisfaction significantly and positively correlated with overall job satisfaction which showed a relatively high correlation ($r=.937$, $p<.001$).

Multiple Regression

In order to determine the impact of communication satisfaction on job satisfaction, the following regression model has been developed:

$$\text{Job satisfaction} = \beta_0 + \beta_1 \text{ Communication Climate} + \beta_2 \text{ Relationship to Superiors} + \beta_3 \text{ Organizational Integration} + \beta_4 \text{ Media Quality} + \beta_5 \text{ Horizontal and Informal Communication} + \beta_6 \text{ Organizational Perspective} + \beta_7 \text{ Personal Feedback} + \beta_8 \text{ Relationship with subordinates} + \epsilon$$

The results of multiple linear regression analysis are given below:

Table 4.1: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.968 ^a	.936	.935	.04541

a. Predictors: (Constant), Communication Climate, Relationship to Superiors, Organizational Integration, Media Quality, Horizontal and Informal Communication, Organizational Perspective, Personal Feedback, Relationship with subordinates.

As can be seen from Table 4.1, the value of R Square (R^2) is 0.968. Therefore, it can be concluded that 96.8% of job satisfaction is affected by various dimensions of communication satisfaction, while the rest 3.2 % is influenced by other factors that have not been examined.

Table 4.2: ANOVA^a

	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.363	8	1.045	506.832	.000 ^b
Residual	.567	275	.002		
Total	8.930	283			

a. Dependent Variable: Job satisfaction
 b. Predictors: (Constant), Communication Climate, Relationship to Superiors, Organizational Integration, Media Quality, Horizontal and Informal Communication, Organizational Perspective, Personal Feedback, Relationship with subordinates.

Table 4.2 presents the ANOVA results and provides the overall acceptability of the regression model. As can be seen from the above table, the P-value for the F-test is 0.000 which is less than any reasonable α (e.g. $\alpha = 0.05$ or $\alpha = 0.01$), so there is sufficient evidence that the overall model is fit. This means at least one of the independent variables is significant.

Table 4.3: Coefficients^a

Variables	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.295	.075		3.931	.000
Communication Climate	.082	.019	.167	4.378	.000
Relationship to Superiors	.168	.009	.369	18.587	.000
Organizational Integration	.083	.009	.193	9.174	.000
Media Quality	.097	.009	.201	10.976	.000
Horizontal and Informal Communication	.011	.008	.026	1.313	.190
Organizational Perspective	.015	.007	.036	2.117	.035
Personal Feedback	.100	.039	.131	2.544	.012
Relationship with subordinates	.189	.046	.245	4.117	.000

a. Dependent Variable: Job satisfaction

The above table shows the coefficients of the regression line (B values under unstandardized coefficients column). As can be seen from the table that all the factors of communication satisfaction, except “Horizontal and Informal Communication”, have a significant negative effect on job satisfaction ($p < .05$). Accordingly the regression equation can be written as follows:

$$\text{Job satisfaction} = 0.295 + 0.082 \times \text{Communication Climate} + 0.168 \times \text{Relationship to Superiors} + 0.083 \times \text{Organizational Integration} + 0.097 \times \text{Media Quality} +$$

0.015xOrganizational Perspective + 0.100xPersonal Feedback + 0.189xRelationship with subordinates

From the above regression equation, we can therefore draw the following inferences:

- A one- unit increase in satisfaction with Communication Climate will lead to a 0.082 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Relationship to Superiors will lead to a 0.168 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Organizational Integration will lead to a 0.083 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Media Quality will lead to a 0.097 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Organizational Perspective will lead to a 0.015 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Personal Feedback will lead to a 0.100 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Relationship with subordinates will lead to a 0.189 unit increase in job satisfaction.

Finally, the factors are ranked based upon the Beta values under standardized coefficients column of Table 4.3. These rankings are shown in Table 4.4.

Table 4.4: Ranking of Factors of Communication Satisfaction based on Beta values

Factors of Communication Satisfaction	Standardized Coefficients (Beta)	Rank
Relationship to Superiors	0.369	1
Relationship with subordinates	0.245	2
Media Quality	0.201	3
Organizational Integration	0.193	4
Personal Feedback	0.131	5
Organizational Perspective	0.036	6
Communication Climate	0.167	7

As it can be seen from the table that the “Relationship to Superiors” ($\beta=0.369$) has been marked as the most important factor while “Communication Climate” ($\beta=0.167$) has been identified as the least important one.

Therefore, we can conclude that the hypothesis that “higher level of communication satisfaction leads to higher level of job satisfaction” has been strongly supported by the study.

MANAGERIAL IMPLICATIONS AND CONCLUSION

The findings of the study strengthen the fact that there is a very strong and positive correlation between communication satisfaction and job satisfaction. The survey also reveals that the effect on job satisfaction is significantly caused by several dimensions of communication satisfaction. However, unfortunately, the level of satisfaction towards the job and the communication factors among the junior executives working in the private sector of Bangladesh are found not to be up to the mark. Therefore, especial attention shall be given to increase communication satisfaction of employees in order to enhance job satisfaction.

In managerial implication, this study has provided useful information to the management of the private sector. With this information, the managements will be able to know how to increase the communication satisfaction and thereby job satisfaction. To achieve this, urgent and concrete strategies must be developed focusing on the identified factors related to communication satisfaction. As per the findings of the study, developing more comprehensive communication system with effective provision for bottom-up, top- down and horizontal communication, achieving successful organizational integration, cultivating healthy communication climate, and providing training on soft skills shall get priority over other factors of communication. Further, offering competitive salaries and benefit packages, reducing work load, and introducing new payment mechanisms such as pay for performance shall be the main concern of job satisfaction.

As a final point, the present study makes useful additions to the current knowledge base by examining the effects of communication satisfaction on job satisfaction of junior executives working in the private sector of Bangladesh. However there are some limitations to this study. The variables in this investigation were measured at one given moment. This implies that the present results represent in a specific situation in time. As it often the case with such questionnaire research, the nature of the collected data is restrictive. Additionally, all constructs were measured on the basis of the respondents self-reporting. Future research should consider experimental or longitudinal methodology to capture the changing nature of the relationships between communication satisfaction and job satisfaction. One other limitation of this study is that it covered only three cities in Bangladesh with 284 junior executives. Thus, future studies should use a less restricted sample to extend the applicability of the finding of this study.

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