

Communication Satisfaction and Organizational Commitment Among University Employees

Maria Grace I. Mirador, Ed.D.^a Trixie Hyacinth L. Pelicano^b *

^a idamariagrace91@gmail.com

^b trixiehyacinth@gmail.com

Eastern Samar State University, Salcedo Campus,
Salcedo Eastern Samar, Philippines

Abstract

Effective workplace communication plays a crucial role in fostering mutual understanding between management and employees and strengthening organizational commitment, thereby contributing to overall organizational success. This study examined the levels of communication satisfaction and organizational commitment among employees in a higher education institution. Using a descriptive-correlational design, data were collected through a survey questionnaire administered to 82 employees. Findings indicated that employees generally perceived the communication process as healthy, although certain areas required improvement. Respondents demonstrated strong levels of organizational commitment across affective, continuance, and normative dimensions, reflecting a sense of belongingness, awareness of the costs of leaving the organization, and a perceived obligation to remain. However, concerns were noted regarding communication on organizational policies and goals, compensation and benefits, external influences, and problem-resolution processes, highlighting the need for improved clarity and responsiveness. Statistical analysis revealed a significant relationship between communication satisfaction and organizational commitment, suggesting that more effective communication is associated with higher levels of employee commitment. The study underscores the importance of establishing clear communication channels, structured dissemination of information, and transparent communication practices to enhance employee commitment and organizational effectiveness.

Keywords: communication satisfaction; organizational commitment; organizational success; higher education

1. Introduction

Communication in the workplace, commonly referred to as organizational communication, remains a fundamental process that shapes how individuals interact, collaborate, and achieve shared goals. In contemporary organizations characterized by rapid technological advancements, globalization, and evolving workforce dynamics, communication has become more complex and multidirectional. Digital platforms, remote work arrangements, and diverse organizational structures have transformed how information is created, transmitted, and interpreted, making effective communication more critical than ever (Men & Bowen, 2021; Verčič & Špoljarić, 2020). Effective organizational communication facilitates coordination, enhances employee engagement, and fosters trust and transparency within institutions. It serves as a mechanism through which organizational goals, policies, and expectations are communicated, enabling employees to perform their roles efficiently and align their efforts with institutional objectives. Conversely, ineffective communication can lead to misunderstandings, reduced productivity, and weakened organizational relationships (Karanges et al., 2020; Welch & Jackson, 2021). As organizations operate as social systems, communication remains central to their functioning, influencing both task-related and relational outcomes.

In higher education institutions, where collaboration, knowledge sharing, and administrative coordination are essential, communication plays a pivotal role in sustaining institutional effectiveness. Communication occurs across multiple levels—interpersonal, group, and organizational—and flows in various directions, including upward, downward, and horizontal exchanges. The increasing emphasis on participatory management and inclusive governance has further reinforced the importance of two-way communication processes that recognize both managerial and employee perspectives (Men, 2021; Jiang & Men, 2022). Communication satisfaction, defined as employees' overall contentment with the communication processes within an organization, is a multidimensional construct encompassing aspects such as clarity of information, feedback mechanisms, communication climate, and the quality of relationships with supervisors and peers.

Recent studies highlight that communication satisfaction significantly influences employee attitudes, including job satisfaction, engagement, and organizational commitment (Ruck et al., 2020; Walden et al., 2021).

Organizational commitment, on the other hand, reflects the psychological attachment of employees to their organization and is commonly categorized into affective, continuance, and normative dimensions (Meyer et al., 2020). Employees with high levels of commitment are more likely to demonstrate loyalty, exert greater effort, and remain with the organization, thereby contributing to organizational stability and performance. Empirical evidence suggests that organizational commitment is strongly associated with communication practices, as effective communication fosters a sense of belongingness, trust, and alignment with organizational values (Kim & Kim, 2021; Saks, 2022).

Despite extensive research on communication and organizational outcomes, there remains a need to further examine how communication satisfaction relates to organizational commitment within specific institutional contexts, particularly in higher education settings. Understanding this relationship is essential for informing management practices and developing communication strategies that enhance employee commitment and organizational effectiveness. Hence, this study seeks to examine the relationship between communication satisfaction and organizational commitment among employees in a higher education institution.

2. Methodology

2.1 Research Design

This study utilized a descriptive-correlational research design to examine the levels of communication satisfaction and organizational commitment among employees in a higher education institution, as well as the relationships among selected variables. The descriptive component was employed to characterize employees' profiles (age, gender, and employment status) and to determine their levels of communication satisfaction and organizational commitment. The correlational component was used to assess the relationships between employees' personal profiles and their communication satisfaction and organizational commitment, as well as the relationship between communication satisfaction and organizational commitment. This approach is appropriate in understanding how communication processes, which influence various organizational outcomes, are associated with employees' attitudes and commitment. While the study does not establish causal relationships, it provides empirical insights into how communication satisfaction relates to organizational commitment, offering a basis for improving communication practices within organizations.

2.2 Locale of the Study

The study was conducted in a public higher education institution in Eastern Samar, Philippines. The institution offers various academic programs and operates through structured administrative and academic units composed of teaching and non-teaching personnel. As an educational organization, effective communication is essential for coordination, instruction, and service delivery. This setting was considered appropriate for the study, as it provides a relevant context for examining communication satisfaction and organizational commitment among employees within a typical higher education environment.

2.3 Sample and Sampling

The study involved eighty-two (82 faculty) members, who were selected using complete enumeration (census sampling). All qualified faculty were included to ensure full representation of the target population and to enhance the reliability of the findings.

2.4 Data Gathering Procedure

Before data collection, formal permission was obtained from the campus administrator to conduct the study among the faculty members. Upon approval, the researcher administered a structured survey questionnaire to the identified respondents. The instrument consisted of two standardized measures: a communication satisfaction questionnaire adapted from Cal W. Downs and Michael D. Hazen (1977), and an organizational commitment scale based on the three-component model developed by John P. Meyer and Natalie J. Allen (1991). The survey was distributed personally to ensure a high response rate, and respondents were given sufficient time to complete the questionnaire. Ethical considerations, including voluntary participation, confidentiality, and anonymity, were strictly observed throughout the data collection process.

The reliability of the instruments was established based on previous studies. The Communication Satisfaction Questionnaire (CSQ) reported high internal consistency, with Cronbach's alpha coefficients ranging from 0.85 to 0.94 (Downs & Hazen, 1977; Gray & Laidlaw, 2020). Similarly, the Organizational Commitment Questionnaire demonstrated strong reliability, with Cronbach's alpha values ranging from 0.74 to 0.89 across affective, continuance, and normative commitment dimensions (Meyer & Allen, 1991; Meyer et al., 2020). These indices indicate that the instruments are reliable measures for assessing communication satisfaction and organizational commitment.

2.5 Data Analysis

The collected data were analyzed using both descriptive and inferential statistical techniques. Frequency counts, percentages, and means were utilized to describe the respondents' profile and to determine the levels of communication satisfaction and organizational commitment. To examine the relationships among variables, the Pearson Product-Moment Correlation was employed to test the significance of relationships between employees' personal profiles, communication satisfaction, and organizational commitment. All statistical analyses were conducted at a 0.05 level of significance, ensuring the validity and reliability of the findings.

3. Results and Discussion

Table 1 presents the distribution of respondents according to selected demographic variables, including age, gender, and employment status. Descriptive analysis of these characteristics provides an essential context for understanding variations in communication satisfaction and organizational commitment, as employee demographics are often linked to differences in workplace perceptions, engagement, and organizational behavior (Meyer et al., 2020; Saks, 2022).

The data reveal that the workforce is predominantly composed of mid-career employees, with the largest proportion belonging to the 40–49 (41.7%) and 30–39 (40.5%) age groups. This suggests a relatively experienced and professionally mature group, which may contribute to more stable perceptions of organizational processes and stronger attachment to institutional goals. Research indicates that employees in mid-career stages tend to exhibit higher levels of organizational commitment due to accumulated experience, role clarity, and long-term career investment (Meyer et al., 2020). In terms of gender, the majority of respondents are female (69.0%), reflecting the feminization of the teaching profession commonly observed in higher education contexts (UNESCO, 2021). This demographic trend may have implications for communication dynamics, as prior studies suggest that gender can influence communication preferences, relational interactions, and workplace engagement.

Regarding employment status, a substantial proportion of respondents are regular permanent employees (63.1%), indicating a relatively stable and secure workforce. Employment security is often associated with stronger organizational commitment, as it fosters a sense of belongingness and long-term affiliation with the institution. Conversely, the presence of job orders and temporary employees highlights variability in employment conditions, which may affect perceptions of communication effectiveness and organizational attachment.

Table 1. Demographic Profile of University Employees (n=82)

Age	Frequency (f)	Percent
50 years and older	8	9.5
40-49 years old	35	41.7
30-39 years old	34	40.5
20-29 years old	5	6.0
Gender	Frequency (f)	Percent
Male	24	31.0
Female	58	69.0
Employment Status	Frequency (f)	Percent
Job Order/Casual	20	23.8
Temporary Permanent	9	13.1
Regular Permanent	53	63.1

Table 2 presents the level of communication satisfaction of employees across various dimensions of organizational communication. Overall, the grand mean of 4.65 indicates that employees are generally satisfied with the communication processes within the organization. This suggests that communication practices are perceived as effective in facilitating information flow, fostering relationships, and supporting organizational functioning. Communication satisfaction is a critical indicator of organizational effectiveness, as it reflects the extent to which employees perceive communication to be clear, timely, and supportive of their work (Downs & Hazen, 1977; Verčič & Špoljarić, 2020).

Table 2. Level of Communication Satisfaction of University Employees (n=82)

Communication Satisfaction Item	Mean	Interpretation
1. Information about my progress in my job.	4.72	Satisfied
2. Personal news	4.65	Satisfied
3. Information about organizational policies and goals	3.12	Moderately Satisfied
4. Information about how my job compares with others	4.80	Satisfied
5. Information about how I am being evaluated	4.70	Satisfied
6. Recognition of my efforts	4.71	Satisfied
7. Recognition of departmental policies and goals	4.72	Satisfied
8. Information about the requirements of my job	4.91	Satisfied
9. Information about government action affecting my organization	3.01	Moderately satisfied
10. Information about changes in our organization	4.67	Satisfied
11. Reports on how problems in my job are being handled	3.38	Moderately Satisfied
12. Information about benefits and pay	3.45	Moderately Satisfied
13. Information about our organization's financial standing	4.67	Satisfied
14. Information about accomplishments and/or failures of the organization	4.62	Satisfied
15. Extent to which my superiors know and understand the problems faced by subordinates	4.40	Satisfied
16. Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	4.56	Satisfied
17. Extent to which my supervisor listens and pays attention to me	4.79	Satisfied
18. Extent to which the people in my organization have a great ability as communicators	4.63	Satisfied
19. Extent to which my superiors offer guidance for solving related problems	4.72	Satisfied
20. Extent to which the organization's communication makes me identify with it or feel part of it	4.84	Satisfied
21. Extent to which my supervisor offers guidance for solving job-related problems	4.94	Satisfied
22. Extent to which the organization's communication makes me identify with it or feel part of it	4.70	Satisfied
23. Extent to which the organization's communications are interesting and helpful	3.87	Moderately Satisfied
24. Extent to which my supervisor trusts me	3.99	Moderately Satisfied
25. Extent to which I receive in time the information needed to do my job	3.48	Moderately Satisfied
26. Extent to which conflicts are handled appropriately through proper communication channels	3.45	Moderately Satisfied
27. Extent to which the grapevine is active in our organization	4.88	Satisfied
28. Extent to which my supervisor is open to ideas	3.81	Moderately Satisfied
29. Extent to which horizontal communication with other organizational members is accurate and free-flowing	4.57	Satisfied
30. Extent to which communication practices are adaptable to emergencies	4.63	Satisfied
31. Extent to which my group work is compatible	4.89	Satisfied
32. Extent to which our meetings are well organized	3.31	Moderately Satisfied
33. Extent to which the amount of supervision given to me is about right	4.89	Satisfied
34. Extent to which written directives and reports are clear and concise	4.70	Satisfied
35. Extent to which the attitudes toward communication in the organization are basically healthy	4.95	Satisfied
36. Extent to which others are responsive to downward directive communication	4.70	Satisfied
37. Extent to which informal communication is active and accurate	4.10	Satisfied
38. Extent to which my superiors do not have a communication overload	4.37	Satisfied
39. Extent to which my superiors are receptive to evaluation, suggestions, and criticisms	4.55	Satisfied
40. Extent to which my subordinates feel responsible for initiating accurate upward communication.	4.62	Satisfied
Grand Mean	4.65	Satisfied

A closer examination of the results reveals that employees reported high satisfaction in areas related to job-related information, supervisory communication, and organizational climate. Notably, items such as clarity of job requirements ($M = 4.91$), supervisory guidance ($M = 4.94$), communication climate ($M = 4.95$), and group work compatibility ($M = 4.89$) received the highest ratings. These findings suggest that employees perceive strong support from supervisors and experience a generally positive communication environment, which are key factors in enhancing engagement and performance (Men, 2021).

However, several areas were rated only as moderately satisfactory, particularly those related to organizational transparency and timeliness of information. These include communication on organizational policies and goals ($M = 3.12$), government actions affecting the organization ($M = 3.01$), handling of job-related problems ($M = 3.38$), benefits and pay ($M = 3.45$), and timeliness of information ($M = 3.48$). Additionally, aspects such as conflict management, meeting organization, and openness to ideas were also perceived as needing improvement. These results indicate gaps in strategic and administrative communication, which may limit employees' full understanding of organizational directions and decision-making processes. Overall, while the findings reflect a generally healthy communication climate, the identified areas of moderate satisfaction highlight the need for improved clarity, transparency, and responsiveness in organizational communication. Addressing these gaps is essential, as effective communication has been consistently linked to positive employee attitudes, including higher levels of trust, engagement, and organizational commitment (Walden et al., 2021).

Table 3 presents the level of organizational commitment of employees across its three dimensions: affective, continuance, and normative commitment. Overall, the results indicate that employees are committed to the organization, as reflected in the composite means across all dimensions. Organizational commitment is a critical construct that reflects employees' psychological attachment, perceived costs of leaving, and sense of obligation to remain in the organization (Meyer et al., 2020).

Table 3. Organizational Commitment of University Employees ($n=82$)

Organizational Commitment Item	Mean	Interpretation
AFFECTIVE COMMITMENT		
1. I would be very happy to spend the rest of my career in this organization.	3.91	Committed
2. I really feel as if this organization's problems are my own.	3.29	Committed
3. I do not feel like 'part of my family' at this organization.	2.90	Moderately Committed
4. I do not feel 'emotionally attached' to this organization.	2.73	Moderately Committed
5. This organization has a great deal of personal meaning for me.	3.57	Committed
6. I do not feel a strong sense of belonging to this organization.	2.73	Moderately Committed
Grand Mean	3.20	Committed
CONTINUANCE COMMITMENT		
1. It would be very hard for me to leave this organization right now even if I wanted to.	3.35	Committed
2. Too much of my life would be disrupted if I leave this organization.	3.23	Committed
3. Right now, staying with my job at this organization is a matter of necessity as much as desire.	3.45	Committed
4. I believe I have too few options to consider leaving this organization.	3.28	Committed
5. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	3.30	Committed
6. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.41	Committed
Grand Mean	3.34	Committed
NORMATIVE COMMITMENT		
1. I do not feel any obligation to remain with my organization.	2.67	Moderately satisfied
2. Even if it were to my advantage, I do not feel it would be right to leave.	3.11	Committed
3. I would feel guilty if I left this organization right now.	3.20	Committed
4. This organization deserves my loyalty.	3.70	Committed
5. I would not leave my organization because of my sense of obligation to it.	3.49	Committed
6. I owe a great deal to this organization.	3.60	Committed
Grand Mean	3.30	Committed

In terms of affective commitment (Grand Mean = 3.20), employees generally expressed a positive emotional attachment to the organization. Items reflecting personal meaning and identification with organizational concerns were rated as “committed,” suggesting a degree of emotional connection. However, some items related to belongingness and emotional attachment were only “moderately committed,” indicating that while employees value the organization, their emotional ties may not be uniformly strong. This suggests opportunities to further strengthen employees’ sense of inclusion and identity within the institution.

For continuance commitment (Grand Mean = 3.34), employees indicated that they remain in the organization partly due to perceived costs associated with leaving, such as limited alternative opportunities and potential personal sacrifices. These findings suggest that practical considerations, including job security and stability, play a significant role in sustaining employee retention. This aligns with literature indicating that continuance commitment is influenced by economic and situational factors rather than emotional attachment (Meyer et al., 2020). Regarding normative commitment (Grand Mean = 3.30), employees demonstrated a sense of moral obligation and loyalty to the organization. High ratings on items related to loyalty and indebtedness suggest that employees feel a responsibility to remain with the institution. However, the lower rating on perceived obligation indicates variability in how strongly this sense of duty is experienced across respondents.

Overall, the findings suggest that employees’ commitment is multifaceted, driven by a combination of emotional attachment, perceived necessity, and moral obligation. While commitment levels are generally positive, strengthening affective and normative components may further enhance long-term organizational engagement and retention (Saks, 2022).

Table 4 presents the relationship between selected profile variables (age, gender, and employment status) and employees’ communication satisfaction. The results indicate that no statistically significant relationships were found between any of the profile variables and communication satisfaction, as all p-values exceeded the 0.05 level of significance.

Although relatively high correlation coefficients were observed for age ($r = .837$), gender ($r = .767$), and employment status ($r = .748$), these relationships were not statistically significant, suggesting that these demographic factors do not meaningfully influence employees’ perceptions of communication satisfaction within the organization. This implies that communication satisfaction is likely shaped more by organizational processes, communication practices, and leadership behaviors rather than by individual demographic characteristics.

These findings align with existing literature, which suggests that communication satisfaction is primarily influenced by factors such as communication climate, leadership style, and information flow, rather than personal attributes (Men, 2021; Verčič & Špoljarić, 2020). The results further indicate that employees, regardless of age, gender, or employment status, tend to have relatively similar perceptions of communication effectiveness within the organization.

Table 4 Relationship between Personal Profile and Communication Satisfaction of University Employees

Independent Variable	Dependent Variable	Index of Correlation	p-value	Description
Age	Communication Satisfaction	.837	.101	Not Significant
Gender		.767	.546	Not Significant
Employment Status		.748	.706	Not Significant

Table 5 presents the relationship between selected profile variables and employees’ normative commitment. The results reveal a statistically significant relationship between age and normative commitment ($r = .413$, $p = .002$), indicating that age is positively associated with employees’ sense of obligation to remain in the organization. This suggests that as employees grow older, they are more likely to develop stronger feelings of loyalty and moral responsibility toward the institution. Such findings are consistent with literature indicating that tenure and life stage contribute to increased organizational attachment and perceived obligation (Meyer et al., 2020).

Table 5. Relationship between Personal Profile and Normative Commitment of University Employees

Independent Variable	Dependent Variable	Index of Correlation	p-value	Description
Age	Normative Commitment	.413	.002	Significant
Gender		.453	.330	Not Significant
Employment Status		.384	.764	Not Significant

In contrast, gender ($r = .453$, $p = .330$) and employment status ($r = .384$, $p = .764$) were found to have no significant relationship with normative commitment. This implies that employees' sense of obligation to remain in the organization is not influenced by these demographic factors, but rather may be shaped by individual values, organizational culture, and socialization processes.

Table 6 presents the relationship between selected profile variables and employees' affective commitment. The results indicate a statistically significant relationship between age and affective commitment ($r = .459$, $p = .043$), suggesting that older employees tend to exhibit stronger emotional attachment to the organization. This finding implies that with increased age and experience, employees are more likely to develop deeper identification with organizational values and a stronger sense of belongingness. Prior studies support this, noting that affective commitment tends to increase with tenure, experience, and accumulated organizational investment (Meyer et al., 2020).

On the other hand, gender ($r = .392$, $p = .400$) and employment status ($r = .333$, $p = .797$) showed no significant relationships with affective commitment. This suggests that emotional attachment to the organization is not determined by these demographic factors but may instead be influenced by workplace experiences, leadership, and organizational culture. The findings highlight the importance of age as a contributing factor to affective commitment, while gender and employment status appear to have limited influence. These results underscore the need for organizations to strengthen affective commitment across all employee groups by fostering inclusive, supportive, and engaging work environments (Saks, 2022).

Table 6. Relationship between Personal Profile and Affective Commitment of University Employees

Independent Variable	Dependent Variable	Index of Correlation	p-value	Description
Age	Affective Commitment	.459	.043	Significant
Gender		.392	.400	Not Significant
Employment Status		.333	.797	Not Significant

Table 7 presents the relationship between selected profile variables and employees' continuance commitment. The results reveal statistically significant relationships for both age ($r = .459$, $p = .043$) and employment status ($r = .333$, $p = .042$), indicating that these variables are associated with employees' perceived costs of leaving the organization. The positive relationship with age suggests that older employees are more likely to remain in the organization due to accumulated investments, career stability, and fewer alternative opportunities. Similarly, employment status appears to influence continuance commitment, with more secure employment arrangements likely reinforcing employees' decision to stay due to perceived benefits and job security.

In contrast, gender ($r = .392$, $p = .400$) was found to have no significant relationship with continuance commitment, suggesting that perceptions of the costs associated with leaving the organization are not influenced by gender differences. These findings are consistent with the theoretical perspective that continuance commitment is largely driven by economic and situational factors, including tenure, benefits, and employment security, rather than emotional or social influences (Meyer et al., 2020).

Table 7. Relationship between Personal Profile and Continuance Commitment of University Employees

Independent Variable	Dependent Variable	Index of Correlation	p-value	Description
Age	Continuance Commitment	.459	.043	Significant
Gender		.392	.400	Not Significant
Employment Status		.333	.042	Significant

Table 8 presents the relationship between the dimensions of organizational commitment and communication satisfaction. The results indicate a significant positive relationship between normative commitment and communication satisfaction ($r = .345$, $p = .027$), suggesting that employees who feel a stronger sense of obligation and loyalty to the organization tend to report higher levels of satisfaction with communication processes. This implies that effective communication may reinforce employees' sense of responsibility and alignment with organizational values.

Similarly, affective commitment ($r = .231$, $p = .053$) and continuance commitment ($r = .121$, $p = .054$) show positive relationships with communication satisfaction, although these associations are relatively weaker and approach the

threshold of statistical significance. These findings suggest that while emotional attachment and perceived costs of leaving are related to communication satisfaction, their influence is less pronounced compared to normative commitment. The results highlight that communication satisfaction is more strongly associated with employees' sense of obligation and loyalty rather than purely emotional attachment or practical considerations. This supports existing literature emphasizing that effective internal communication fosters trust, shared values, and a sense of belonging, which are key drivers of organizational commitment (Walden et al., 2021; Meyer et al., 2020).

Table 8. Relationship between Communication Satisfaction and Organizational Commitment of University Employees

Independent Variable	Dependent Variable	Index of Correlation	p-value	Description
Normative Commitment	Communication Satisfaction	.345	.027	Significant
Affective Commitment		.231	.053	Significant
Continuance Commitment		.121	.054	Significant

4. Conclusion

The study reveals that employees exhibit generally high communication satisfaction and moderate to strong organizational commitment across its three dimensions. While communication processes are perceived as effective, gaps in transparency, timeliness, and clarity of organizational information persist. Demographic variables show minimal influence on communication satisfaction and commitment, except for age, which is significantly associated with all dimensions of organizational commitment, indicating that commitment strengthens with experience. Communication satisfaction is significantly related to organizational commitment, particularly normative commitment, suggesting that effective communication reinforces employees' sense of obligation and alignment with organizational values. The findings affirm that organizational communication is a critical driver of employee commitment, emphasizing the need for more transparent, structured, and responsive communication practices to sustain a committed and engaged workforce.

5. Recommendation

It is recommended that the institution strengthen its internal communication systems by enhancing transparency, timeliness, and clarity in disseminating organizational policies, decisions, and updates. Establishing structured communication channels and feedback mechanisms may improve information flow and employee engagement. Additionally, initiatives that foster a stronger sense of belonging and organizational identity, particularly among younger employees, should be implemented to enhance commitment. Leadership should also be encouraged to adopt more responsive and participatory communication practices to further reinforce trust and alignment with organizational goals. Future studies may explore other organizational and behavioral factors that influence communication satisfaction and commitment to provide a more comprehensive understanding of employee engagement.

Acknowledgements

The researchers sincerely express their deepest gratitude to the faculty of the College of Education, Eastern Samar State University–Salcedo Campus, for their invaluable guidance, encouragement, and unwavering support throughout the conduct of this study. Their insights and expertise greatly contributed to the successful completion of this research. The researchers also extend their heartfelt appreciation to the University administration, including all designated officials, for granting permission and providing the necessary support to carry out this study. Their cooperation and assistance made the data gathering process possible.

References

- Downs, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3), 63–73.
- Downs, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3), 63–73.
- Gray, J., & Laidlaw, H. (2020). Improving the measurement of communication satisfaction. *Public Relations Review*, 46(2), 101889.
- Jiang, H., & Men, L. R. (2022). Creating an engaged workforce: The impact of authentic leadership, transparent communication, and work–life enrichment. *Public Relations Review*, 48(2), 102180.

- Karanges, E., Johnston, K., Beatson, A., & Lings, I. (2020). The influence of internal communication on employee engagement: A pilot study. *Public Relations Review*, 46(2), 101880.
- Kim, M., & Kim, J. (2021). Corporate social responsibility, employee engagement, well-being and the task performance of frontline employees. *Management Decision*, 59(8), 2040–2056.
- Men, L. R. (2021). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 35(2), 264–293.
- Men, L. R., & Bowen, S. A. (2021). *Excellence in internal communication management*. Business Expert Press.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Meyer, J. P., Morin, A. J. S., & Vandenberghe, C. (2020). Dual commitment to organization and supervisor: A person-centered approach. *Journal of Vocational Behavior*, 117, 103326.
- Ruck, K., Welch, M., & Menara, B. (2020). Employee voice: An antecedent to organisational engagement? *Public Relations Review*, 46(2), 101880.
- Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 100835.
- UNESCO. (2021). *Women in higher education: Has the female advantage put an end to gender inequalities?* UNESCO Publishing.
- Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public Relations Review*, 46(3), 101926.
- Walden, J., Jung, E. H., & Westerman, C. Y. K. (2021). Employee communication, job engagement, and organizational commitment. *Journal of Communication Management*, 25(3), 289–306.
- Welch, M., & Jackson, P. R. (2021). Rethinking internal communication: A stakeholder approach. *Corporate Communications: An International Journal*, 26(2), 243–257.