

## Research Article

# Understanding the Influence of Communication on Employee Work Satisfaction: Perspectives from Decentralised Government Institutions in the Oti Region, Ghana

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The study examines the influence of organisational communication on employees' work satisfaction drawing on perspectives from the Oti Regional Coordinating Council in Ghana. The descriptive survey method was adopted to gather data from 100 respondents who were selected through a probability sampling method. The study deployed the quantitative method of data analysis. The data derived for this study were analysed using both descriptive and inferential statistical tools. Statistical tools such as cross-tabulation, mean, standard deviation, and linear multiple regression analysis were used to analyse the data. Findings from the study show that the channels operational in the organisation as tools of communication are face-to-face discussions, e-mails, memos, departmental meetings, group/team discussions, in-house training sessions, management/employee briefing sessions, labour union meetings, suggestion boxes, notices, and assemblies. Further findings reveal that most of the employees are satisfied with the corporate communication tools used in the organisation. Findings reveal a significant relationship between organisational communication and employee motivation which further enhances employee job performance. Organisations that want to successfully retain a satisfied workforce must be willing to employ a communication style that is more participative and employee-supportive. Based on the study findings the following recommendation was made: organisations should ensure that their internal communication networks are coordinated by experts in corporate communication. This can be achieved by creating full-time jobs for people who have received training in the communication discipline.

## 1. Introduction

The activities in current working environments suggest that the survival of organisations is largely based on efficient communication. Communication is the wheel for organisational survival as workers in organisations need to internalise communication among themselves and with the organisation's outside publics. Communication flow helps to establish, reshape, and create facilities for the general well-being in organisations. Chitrao [1] posits that studies over the years have shown the nexus between internal communication and how it influences job satisfaction of employees. Communication in organisations is variously described as the backbone of every setup, the starch that bind the setup and smoothens

the organisation's work. It is also fittingly described as the thread that connects the system together and cements every relation [2].

A study conducted by Luarn and Huang [3] on the factors swaying management worker performance using technology information arrangements in Taipei city government established downward, upward, and peer to peer information communication as factors that motivate and influence a worker's job satisfaction. The researchers found that information communication directly motivates and influences employee work satisfaction and leads to improved performance. According to Abugre [4], well-structured organisational communication stimulates workers' motivation and ensures their commitment to their jobs which results in some form of job satisfaction.

Organisational interaction ensures that all workers in an organisation are aware of what is needed, through important and timely information shared. It also aids productivity by motivating and sustaining the workforce. These are made possible if an organisation sustains an effective communication channel.

Harter et al. [5] noted that there is an organic connection amongst effective employee communication and superior job satisfaction by the employees. The researchers recommend that to attain maximum job satisfaction, both management and employees in an organisation should rely deeply on effective in-house communication. In-house communication is seen as the interchange of report both casual and official amongst members of the organisation [6]. Operationally, communication instruments are typically used for the transmission and receiving of news. Forms of organisational interactions could incorporate newssheet, exchange items, reexaminations, electronic messages, aura containers, face to face interaction, among others.

In a study that explored the management of psychosomatic pact, Harter et al. [5] again established the significance of message that is openly associated with daily work, the precision of directives or the value of reaction around the work of a staff. The quality of communication in a corporation can help management enhance staff job satisfaction [7]. Establishing reciprocal communication among workers and administration and encouraging an atmosphere of uncluttered and authentic communication environment propel job satisfaction which results in an enhanced worker productivity. In-house communication quality could lead to a more satisfying skilled workforce and produce other imperious work outcomes [6]. Internal interaction is a two-way information, views and viewpoints, whose outcomes are positive conversation and exploit in organisational positions. Internal communications in an organisation should focus on developing healthier relations among staff and should be friendly for staff use. Exactly how information is received and deliberated upon among workers of an organisation will eventually impact on their job satisfaction ratings and lead to some level of actions.

Job satisfaction emanating from upright internal communication increases output, diminishes nonattendances, improves levels of novelty, drastically reduces dormant attitudes with little incursions, and decreased charges [7]. Internal communication is distinct and permeates all steps within the organisation. Newly recruited staff through to staff in managerial positions in an organisation are required to perform in the interaction web of a setup.

A cordial internal communication setup in an organisation contributes significantly to eliminating apathy in the performance of individual roles. Again, cordial communication between management and employees will lead to employee job satisfaction. Mutuku and Mathooko [8] noted that where the system of communication is decent, it becomes an incentive for an organisation to maximise productivity. For decentralized government institutions in Ghana, the effect of poor internal communication on its employees' job satisfaction requires empirical investigation. There is a dearth of literature about internal communication

setup in decentralized government institutions in Ghana. How Ghanaian decentralized government institutions' internal communication arrangements influences employees' job satisfaction is underreported in organisational communication literature. The Oti region is one of the 6 newly created regions in Ghana with 2 municipal and 7 district assemblies. While all decentralised government institutions have regional administrations with direct supervisory jurisdiction over their branches across the various districts, the Regional Coordinating Council has political jurisdiction over the region through the local government system. Examining the internal communication systems of the decentralised institutions in the region and how that impacts on employees' work satisfaction is not only critical to organisational communication literature but also Ghanaian government policy reforms on internal communication systems of decentralized establishments at the regional levels.

Following on with this objective, four questions are set out for interrogation. These are as follows: what is the role of employee communication in employee decision-making process in decentralized government departments in the region? Second, how does internal organisational communication channels affect employee work satisfaction in decentralised government departments in Oti region? Third, what is the effect of internal communication and information sharing methods on employee work satisfaction in decentralized departments in Oti region? Finally, what is the nexus between internal organisational communication and employees' work satisfaction in decentralized government departments in Oti region?

## 2. Literature Review

Research study on industrial harmony has found communication in work environments as a cardinal element. Communication basically involves the sharing of news information among individuals to invoke an intended action [9]. In the considered view of Miletic and Djurovic [10], a healthy dialogue among employees in an organisation is principal and essential for organisational accomplishment. Organisational accomplishment has a firm relationship with dialogic communication among employers and employees [11]. To this effect, [12] suggested that interaction has a significant impact on employee's work satisfaction.

The style of communication practices shows the kind of leadership style a management personnel deploys and its relevance on organisational productivity [13]. Carter's [14] views on communication between employees and employers in a retail store show that a number of sales workers blame management for using contradictory instructions in their communication with staff as part of the reasons why the organisation fails to perform its duties. Problems in the organisation are exacerbated by discordant communication [15]. To enhance employee-employer communication in an organisation, management must adopt and incorporate into its communication strategy, appropriate communication pathways/channels for the dissemination of information.

Channels of communication like frontal communication, e-mail, blogs, wikis, instant messaging, shared virtual

workshops, telephone, video/web conferencing, intranets, discussion fora, zoom, and voice over IP are now common channels of internal organisational communication available at most workplaces [16]. Memoranda could also be used to communicate with workers by management [17]. Social media, demonstrable scripted interaction in addition to staff meetings are other avenues by which information can be transmitted [18, 19]. The most unfailing form of all-purpose and subtle information distribution are e-mail, telephone, and frontal interaction [16].

Montinari et al. [20] found text messaging an effective internal communication channel in some organisations in the dissemination of information. Frontal interaction is also found to be a valuable channel of internal communication [21]. It has the greatest effect on most workers [22]. All in all, no single style of communication is suitable, hence the urgent need to combine diverse forms for the betterment of innovative organisation [19]. Leigh [23] affirms the efficacy of uncluttered pathways of communication in the discharge of brand new ideas and creativity in several fields.

To communicate with workers, managers need clarity and reasonableness on a steady and reliable basis. Chitrao [1] noted that workers in an Indian retail industry frowned upon the communication compositions where feedback channels are nonexistent or seek for clarification on issues bordering them. Furthermore, workers agitate for prompt communication across all levels of leadership. Day et al. [24] points to the fact that workers communicate their needs and aspirations to management and expect them to respond to their needs without delay, be it positive or negative. Thriving administrators in well-developed nations engage in persistent internal communication in their organisations [25]. Organisational communication needs steadiness [22, 26]. Thomas and Stephens [27] developed a philosophy known as strategic communication. The authors argue in this philosophy that managers need to use organisational channels to reach organisation goals. Falkheimer [28] argued that strategic communication is an evolving area in relation to research and practice. McEwan [29] added that the prominence of strategic communication in the framework of a communication architecture is one system that is required for effective organisational evolution.

Misapprehensions, inadequate information flow, drop in performance, complaints, and more worker movements may culminate into unproductive use of communication channels available in an organisation; however, a relationship exists between virtuous communication and complaint cut, turnover increase, better worker motivation, well-being, productivity, and rewards [1]. Falkheimer [28] advocated for administrators to be determined communicators and communicative architects who meritoriously communicate goals, values, and visions to employees by using appropriate communication channels. Organisational administrators must abreast their knowledge of transformational communication tools to maximize individual potential for attainment [30]. The importance of communication in an organisation's success cannot be overemphasized. Beyond employees not receiving uncluttered communication of news by administrators, they can follow laid down pathways to assess any

type of information [31]. Ramona et al. [25] uncovered that internal communication does not include recurrent frontal communication but through fax, Internet, and mobile telephony. Chitrao [1] argues that for official notifications and message fortifications, administrators use written channels of news dissemination like e-mail; however, workers prefer frontal interaction with their administrators to attain a fast-track double way interaction and clarity of information.

Dickson-Swift et al. [32] argued that recurrent and dialogic communication among management and subordinates are part of the primary factors contributing to worker comfort. Workers are receptive to the dual interaction to permit for expression of their views [22]. Furthermore, Dimitrov [33] recommends that leadership-followership interaction should denote positivity and respectability. These ideal interaction strategies are inclusive of those that are the practice of transformational leaders. Trust and respect are the nitty-gritties of the frontal and scrupulous spearhead-devotee interaction [34]. Internal organisational communication and polite interaction are quintessential components of the transformational leadership style [35]. Administrators who are innovative speak meritoriously and generate a feeling of esteem towards the people they lead [36]. A worker may perform extra due to a single leadership style [37, 38]. Similarly, prominent leaders can gain knowledge of repetition and repair their communication skills [22, 35]. The institutional achievement is one of the influential factors that exemplifies the weight of organisational interaction. Akin to the above sources of literature is the connectedness of effective organisational communication channels and employer motivation, which culminate in employee-employer well-being. Channels of communication in an organisation is grouped into formal, informal, and unofficial [39].

### 3. Methodology

The researchers used a quantitative and descriptive survey approach as a guide. These approaches encourage the test of both implicit and explicit hypotheses. Malhotra and Birks [40] posit that descriptive survey design is a systematic way of collecting data on individuals and groups to respond to questions regarding ongoing study. Stratified random sampling was used to select a total sample size of 100 respondents from 10 decentralized government departments in the Oti region. These decentralized departments sampled for this study include the regional offices of the Ghana Education Service; Ghana Health Service; the National Commission for Civic Education; Forestry Commission and the Environmental Protection Agency. The rest are the Department of Agriculture; Information Service Department; Department of Social Welfare; Ghana Water Company and the RCC Department of Finance.

Structured questionnaire was employed to collect the primary data. The use of questionnaire is cost-effective, easy to form, and reliable [41]. All respondents for this study are literate who are capable of reading, understanding, and responding to the items in the questionnaire. A seven-point Likert scale type of questions was used to collect the data. Participants were requested to rank on a scale of 1 to

7 (1 denoting totally disagree and 7 denoting totally agree) how they agree or disagree to statements on the questionnaire as recommended by [42]. The data derived for this study were analysed using both descriptive and inferential statistical tools. Descriptive statistical tools such as percentage, mean, and standard deviation formed part of data analysis strategy. Furthermore, multiple linear regression analysis was used to assess the nexus between internal organisational communication and employee work satisfaction.

## 4. Results and Discussion

*4.1. Role of Internal Communication in Employee Decision-Making Process.* The first research question of this study sought to determine the role of communication in employee decision-making process in decentralised government departments in the Oti region. In line with the criterion set out in the methodology section, 12 line items were put before respondents to score on a seven point numerical scale of 1 to 7 what communication does in their decision-making process at the organisation they work. The results presented in Table 1 below shows the views of respondents on the role of communication in decision-making process.

From the data presented in Table 1 above, it can be deduced that respondents' opinions on the role of communication in employee decision-making process is negatively dependent on value-added information which is based on one's gender (Mean = 2.78, Std.Dev. = 0.964). Significantly, most of the respondents indicated that regular information regarding their departments is frequently shared with them to make their input (Mean = 5.31, Std.Dev. = 0.473). This signifies that workers in decentralised departments in the region get some maximum satisfaction when decisions are being made. They feel a sense of fulfilment since their inputs are factored into major decision that concerns their departments in the organisation. This, therefore, increases their work satisfaction and propels them to improve productivity.

Furthermore, the data indicate that the number of years spent in an organisation creates way for employees' information flow with their bosses (Mean = 4.55, Std.Dev. = 0.591). This spurs workers positively which help increase job satisfaction among employees of decentralized government departments. Similarly, an employee level of education (Mean = 4.33, Std.Dev. = 1.352) was perceived positively by respondents as a means of motivation since it encourages employees to get easy access to information within the organisation. Similarly, an employee level of work experience gained as a result the number of years one work in a particular department (Mean = 5.70, Std.Dev. = 0.845) influences the worker to be actively involved in decision-making in positive terms. However, informal flow of information (Mean = 2.68, Std.Dev. = 0.820) negatively affect employee decision-making. This stand to show that the presence of informal information flow in decentralized government institutions does not motivate employee work satisfaction.

The data also indicate that work colleagues do not initiate upward information flow (Mean = 2.83, Std.Dev. = 1.141). The upward information flow from work colleagues to management shows that decisions taken to run the institution are not

representative of all facet of workers in decentralised government institutions. Again, it shows that respondents are not satisfied that colleagues do not initiate upward information flow to management before major changes are effected within the organisation and act on them to validate and improve organisational communication. It could also be stated from the result that free flow of horizontal information with other organisational members (Mean = 2.85, Std.Dev. = 0.912) negatively influence institutional decision-making process. Respondents mentioned that they are not satisfied with the flow of horizontal information with other members of the organisation and that it affects employees negatively in information dissemination during decision-making process. Again, employees noted that the use of latest technology to offer quality information flow services to employees (Mean = 5.04, Std.Dev. = 0.391) is positively impacting on their work satisfaction. These findings are consistent with an earlier study reported by Luarn and Huang [3] on factors that affect government workers output in the use of information systems in Taipei City government. This study established that all channels of communication in the decision-making process directly motivate and influence employee's job satisfaction and lead to enhanced performance.

On the other hand, respondents of the study claimed they are positively imparted during decision-making time because of the effective use of WhatsApp, Emails, Facebook, etc. (Mean = 5.55, Std.Dev. = 0.499). The effective use of these communication tools facilitates speedy dissemination of information to employees and give them opportunity to dispatch their ideas on time for it to be factored into any decision that would be arrived at finally. It also supports employees' access to latest information to make informed contributions during decision-making time. This is consistent with the works of Snyder and Lee-Partridge [16], who posited that frontal conversation and other available communication networks make communication easier when decisions are to be taken for the growth of an organisation. Other available channels at workplaces that aid communication in decision-making from employees by management also include memoranda. This also motivates employee to effectively contribute to decision-making process. Employees gain significant satisfaction using all these available channels in stating their professional opinions or perspectives anytime decisions are to be made in an organisation [17].

The data in Table 1 further shows that communication overload (Mean = 2.85, Std.Dev. = 1.155) negatively influenced decision-making in decentralised government institutions in the region. Communication overload disenables quick dispatch of responses and saddle employees in the performance of their roles, while respondents indicated that their organisations have clear systems for referring information up (Mean = 4.80, Std.Dev. = 0.374) as shown in Table 1. This means that while there are clear cut systems by which information is referred to management as part of the decision-making process, managerial work-related instructions to junior staff are often confusing and contradictory. This finding agrees with the findings of Mutuku and Mathooko's [8] study which indicated that a common difficulty dominating today's working environment is information overload. They gave few pointers to avoid information

TABLE 1: Role of internal communication on employee decision-making process.

Variable	Mean	Standard deviation
Value-added information base on my gender	2.78	0.964
Information is shared for employees' input	5.31	0.473
Number of years spent creates way for employees' information flow	4.55	0.591
Level of education of an employee gives easy access to information	4.33	0.610
Years of work experience	5.70	0.845
Informal information flow	2.68	0.820
Colleagues initiate upward information flow	2.83	1.141
Free flow of horizontal information	2.85	0.912
WhatsApp, Email, and Facebook are used to disseminate information	5.55	0.499
Presence of information overload	2.85	1.115
Clear systems for referring information up	4.80	0.374
Superior always interact directly with employees	3.96	0.791
Opportunities for employees to give feedback	5.35	0.477
Careful evaluation of employees evolving needs	5.35	0.477
Use of latest technology to aid information flow	5.04	0.391

$N = 100$ ; source: field data (September 2021).

overload as clarity, concise, and apt messages to help workers focus on relevant information. Convoluting messaging style may block the understanding of the message and properly implementing the company's communications [8].

Similarly, as the data indicates, superiors always interact directly with employees (Mean = 3.96, Std.Dev. = 0.291) which indifferently influence worker contribution in decision-making. This means that respondents are undecided as to whether superiors' direct interaction with their subordinates in decentralized government institutions has a positive or negative impact on their decision-making process in the organisation. They really want direct interaction with their superiors to guarantee quick response to issues pertaining to job satisfaction. The study finding is in contrast with an earlier study by Reka and Borza [43], Finch et al. [44], and Zondi et al. [45], where they concluded that frontal group updates and meetings are seen as pivotal tools for which ideas, values, and style of the organisation are shared. It creates room for people to ask pertinent questions, give opinions, and obtain instant feedbacks. It is advantageous to use superior interactions since it is better than the best print publications, video programmes, and e-mail messages.

Additionally, the data shows that there are regular opportunities for employees to give feedback to employers (Mean = 5.35, Std.Dev. = 0.477) which positively motivate employees to contribute actively in the decision-making process. This finding is supported by a previous study that explored the administration of emotional contract by Harter et al. [5]. The outcomes of their study underscored the significance of internal organisational communication, where feedback from facets of individuals is incorporated into decision-making as openly associated with routine work, the precision of directives, or value of response regarding an employee's work. Similarly, respondents noted that in decentralized government departments, management carefully evaluates employees evolving needs (Mean = 5.35, Std.Dev. = 0.477)

positively. This means that employees are satisfied with the process of making decision since management evaluates their needs before arriving at any final decision regarding the institution. By carefully evaluating employees evolving needs in the decision-making process, communication barriers between management and employees are minimised and therefore give employee satisfaction to enhance output.

*4.2. Channels of Communication Employed in the Organisation to Motivate Employees.* The second research question focused attention on assessing the types of internal communication channels existing in decentralized government institutions in the Oti region and how these channels enhance internal communication, motivate employees, and contribute to increase in employee performance in these government institutions. Data collected for this purpose follows the same trend of using a seven point scale for respondents to indicate their level of agreement, or otherwise, to 8 line statements as indicated in Table 2.

The data presented in Table 1 indicates that respondents strongly disagreed that sharing of information through Internet had influence on internal organisational communication and therefore motivates work-related productivity (Mean = 1.08, Std.Dev = 0.265). Respondents also strongly disagreed that oral to oral communication is an effective method of communication (Mean = 1.03, Std.Dev. = 0.157). This means that oral to oral method of communication in decentralized government institutions in the Oti region is ineffective and does not guarantee employee work satisfaction. However, the data indicate that respondents agreed that in most cases, workplace fora where management and workers meet and dialogue over institutional matters (Mean = 5.18, Std.Dev. = 0.381) reinforces internal communication and motivate productivity. It means that workplace fora for management-employee dialogues positively yields benefits for decentralized institutions. This finding is

TABLE 2: Channels of communication employed in the organisation to motivate employees.

Variable	Mean	Standard deviation
Sharing of information through Internet	1.08	0.265
Oral to oral is effective method of communication	1.03	0.157
Internal dialogue fora for management and employees	5.18	0.381
Preshift information or department meetings	6.00	0.530
Meetings with senior management	5.22	0.419
Audio recordings or phone messages/telephones	5.20	0.401
In-house training sessions	2.01	0.394
Organisation television/videos	2.00	0.000

$N = 100$ . Source: field data (September 2021).

affirmed by the study of Reka and Borza [43], Finch et al. [44], and Zondi et al. [45] where they variously concluded that frontal group updates and meetings are perceived as specialised tools used to constantly communicate organisational principles and values to internal staff. Staff questions, opinions, and feedback are immediately received and addressed directly during such internal engagements. Similarly, apart from it being the foremost channel of internal communication, it gives expression to the desire of every employee to be heard, which, when accomplished, brings a sense of belonging, satisfaction, and employee motivation [46, 47].

Furthermore, the data in Table 2 show that respondents strongly agree that they can effectively use preshift information or department meetings to participate in organisational communication (Mean = 6.00, Std.Dev. = 0.530). This shows that respondents concurred that departmental or preshift briefings serve as an effective channel for internal communication in the institution. This data corroborates an earlier research by Finch et al. [44], Reka and Borza [43], and Zondi et al. [45] that preshift information or department meeting was an important approach to internal organisational communication as it provides immediate feedback to workers' concerns. The volume of information shared during interaction process is guaranteed. Also, they agree that periodic meetings with senior management of their organisations (Mean = 5.22, Std.Dev. = 0.419) were effectively used to disseminate important internal information. It is worth noting again that meetings with senior management members enhance internal communication.

Similarly, audio recordings or phone messaging approach as of disseminating information is an influential internal communication channel (Mean = 5.20, Std.Dev. = 0.401). This finding is consistent with the submission of the media richness theory of Dennis et al. [48], where it is termed as a lean source of information. The success of WhatsApp, telegraph, phone messages, and Facebook is because it is flexible in nature. The sender and the receiver do not need to be resent for the discussion to occur. It is cost-effective as it travels across physical, psychological, temporal, and social boundaries. It is convenient as messages move faster with volumes of information disseminated. Messages can also be archived and searched with ease. It also offers professionals the opportunity to manage their communication in such paths that are fitting into their time and schedules. In addition, the research findings

of Finch et al. [44], Zondi et al. [45] support the recent findings by suggesting that the use of e-mailing and phone messaging to deliver information is better than frontal discussions. The researchers argue that it enhances administrative efficacy. The ability to use electronic communication tools makes interaction among peers in an organisation vast and quick. Thus, computer-mediated communication has made multitasking easy for employees in different organisations and thus motivates them to enhance productivity.

Finally, respondents disagreed that in-house training sessions as an internal organisational communication channel motivates them in any way. The average mean scores of (Mean = 2.01, Std.Dev. = 0.394) is an indication that in-house training sessions of decentralized government departments rarely meet the needs of workers. Similarly, respondents strongly disagreed (Means = 2.00, Std.Dev. = 0.000) that television or videos podcast as means of internal communication are hardly used in government institutions in the Oti region, and where they are used, they do not produce any effective communicative message that motivates its use by employees.

*4.3. Effects of Communication Methods and Information Sharing on Employee Motivation.* In the third research question, the study investigates the effects of internal communication and information sharing methods on employee motivation in decentralized government departments in the Oti region. The data collection and analysis approach followed the same steps as the first two questions. It used the seven-point scale in collecting data from respondents and analysed responses using average mean scores. Table 3 presents the data of the investigation.

From Table 3 above, the data indicates that respondents agreed that there was clear and effective system of appraisal and career development (Mean = 4.85, Std.Dev. = 1.016). This mean that the system of appraisal in decentralized government departments in the region was an effective method of motivating employees. Additionally, it shows that respondents are appreciative of the communication method used in acknowledging their work efforts and that contributes to their work satisfaction and motivates them to do better in increasing work productivity of their institutions. This is consistent with the arguments of Mutuku and Mathooko [8] that internal appraisal system through organisational

TABLE 3: Communication methods and internal information sharing mechanism.

Variable	Mean	Standard deviation
Clear and effective systems of appraisal	4.85	0.016
Feel acknowledged publicly for my success	5.15	0.965
The work allows me to earn money	5.28	1.186
Eliminate practices that zap satisfaction	3.05	0.164
Type of work provides me with security	4.55	0.742
Job gives me status and prestige	2.63	0.698
Job provides me with satisfactory material rewards	4.53	0.016
Work with pleasant and helpful workmates	2.90	0.833
Nature of work helps reach and develop full potentials	5.40	1.224
Job provides me good physical working conditions	4.20	0.403
Autonomy is given to me to find solutions	6.10	1.182
Good work and efforts are appreciated	1.40	0.491

$N = 100$ . Source: field data (September 2021).

interaction plays a crucial role in the execution of the ideal motivational practices in an institution.

Further to the above, respondents strongly agreed that they feel acknowledged publicly for success they chalked (Mean = 5.15, Std.Dev. = 0.965). From the data, the communication style used in the department motivates them to enhance productivity. Similarly, respondents strongly agreed to the fact that the job they do allows them to earn money (Mean = 5.28, Std.Dev. = 1.186). This is an indication that respondents are satisfied with the work they do in decentralized organisations. Again, from the data presented in the table, respondents agreed that their institutions put in place mechanisms to eliminate practices that limits work satisfaction (Mean = 3.251, Std.Dev. = 1.164). However, respondents disagreed that their job enhances their status and prestige in the organisation and the wider society (Mean = 2.63, Std.Dev. = 0.698). More so, respondents disagreed that they work with pleasant and helpful workmates (Mean = 2.90, Std.Dev. = 0.833). This shows that respondents are not satisfied with some colleagues, and this means that team work is likely to suffer in such situations. This is contrary to the findings of Bernard (2019) who concluded that respondents view their colleagues' relationship positively and perceived it to be a factor that propels their commitment.

Furthermore, respondents agreed that they are motivated because the type of work they do provides them with job security (Mean = 4.35, Std.Dev. = 0.742). This, therefore, serves as a springboard to workers' motivation. Also, respondents agreed that their job provides them with satisfactory material rewards (Mean = 4.53, Std.Dev. = 0.498). Recognizing that their job portfolio provides them with some amount of satisfactory material rewards, they turn around to work diligently and effectively to improve work utility. Apart from this, respondents also agreed that the physical working conditions in their various departments in helping them improve their work (Mean = 4.20, Std.Dev. = 0.408). There is no gain saying that where job places provide employees good physical working conditions, it motivates them to give out their best. This finding is consistent with the writings of Riley [50] that human

beings are usually born with intrinsic and extrinsic work satisfaction, but the upkeep plus enhancement of intrinsic satisfaction relies on social and environmental settings. It also aptly reflects the viewpoints of Gomez-Mejia and Balkin [51] that working environment of an employee is so pivotal in ensuring that work done by such employees in an organisation is done with joy. It is practically impossible to fix a difficulty, unless you also look at the environment where an individual works. The workers' environment affects their motivation and work performance significantly.

The data further indicate that respondents strongly agreed to the fact that their jobs allow them to reach and develop their individual potentials fully (Mean = 5.40, Std.Dev. = 1.224). Again, the data indicate that respondents totally agreed that they are given autonomy to find solutions to issues that crop up in the work (Mean = 6.10, Std.Dev. = 1.182). While this finding is informative as allowing novelty in decentralized government institutions is rare because of the routine nature of most government works, the findings are inconsistent with the comments of [52] who posit that, despite the seeming value in workers' autonomy and the formally granted authorization to initiate their own ideas, not all employees use preference to engender artistic ideas.

*4.4. Relationship between Internal Organisational Communication and Employee Motivation.* The final research question for this study sought to establish the nexus between internal organisational communication and employee work satisfaction in decentralized government institutions in the Oti region. Employee work satisfaction is deemed as a dependent variable in the analysis, whereas employee involve in decision-making, channels of internal communication, and internal communication and information sharing methods, as independent variables. In this section, two hypotheses were formulated and tested. These hypotheses are:

*H1: There is meaningful association between internal organisational communication and employee work satisfaction in decentralized government institutions in the Oti region.*

TABLE 4: Influence of organisational communication on employee work satisfaction.

Variable	Unstandardized coefficients		Standardized of coefficients		<i>t</i>		Collinearity statistics	
	B	SE	Beta	Value	Sig.	Tol.	VIF	
Communication in decision-making	0.017	0.102	0.025*	0.164	0.871	0.579	1.730	
Communication channels	0.067	0.147	0.063**	0.453	0.654	0.673	1.486	
Methods of communication and information sharing	0.638	0.149	0.747	4.287	0.000	0.433	2.308	
Constant	9.355	6.253			1.496	0.146		
<i>R</i>			0.795a					
<i>R</i> -square			0.632					
Adjusted <i>R</i> -square			0.593					

*N* = 100. \*  $p < 0.01$ . \*\*  $p < 0.05$ . Source: field data analysis (September 2021). a: dependent variable; Tol.: tolerance; SE: standard error.



*H0: There is no meaningful association between internal organisational communication and employee work satisfaction in decentralized government institutions in the Oti region.*

Based on multiple regression test, the expected model is given as:

$$Y = f(\beta_1X_1 + \beta_2X_2 + \beta_3X_3). \quad (1)$$

Employees' motivation =  $9.355 + 0.017 X_1 + 0.067X_2 + 0.638X_3 + \varepsilon$ . This test highlights that the value of determinant coefficient which is 59.3% employees' work satisfaction in decentralized government institutions can be explained by the variables of employee years of working experience, motivation, and communication, while the remaining of 31.7% are describable by other factors. The *f*-test has shown that work satisfaction factors ( $X_1$ ), communication channels ( $X_2$ ), and methods of communication and information sharing ( $X_3$ ) variables simultaneously influence employee work satisfaction.

As the data in Table 4 indicates, the dimensions of employee work satisfaction (i.e., the role of communication in decision-making process, communication channels, and methods of communication and information sharing) were treated as independent variables. The variables that postulated employee work satisfaction with significant association in order of ranks are communication channels [ $\beta = 0.063$  (0.147),  $p < 0.0$ ] and communication in decision-making process [ $\beta = 0.025$  (0.102),  $p < 0.05$ ]. It can be concluded per the findings that communication channels and influence of communication in decision-making positively influence employees' work satisfaction. The result, however, shows that there are significant association between communication methods and information sharing.

It is significant however to note that the overall contribution of the independent's variables to the variance in the dependent variable is 0.632 with an adjusted  $R^2$  of 0.593. This means that employees in decentralized government institutions admit that there was significant relationship between organisational communication and employee satisfaction, suggesting further that 63% of the variations in employee work satisfaction can be accounted for by the independent variables. This therefore suggests that when the effectiveness of communication processes and mechanisms improves, employees' satisfaction also improves accordingly. This finding is consistent with the study of Colquitt et al. [53]: where they concluded that effective organisational communication has a strong relationship with employee work satisfaction.

## 5. Conclusions and Recommendations

First, the study has revealed that effective communication creates mutual understanding between management and workers which helps in satisfying the employees to enhance organisational productivity. Also, this study reveals that the use of Internet, WhatsApp, posters, flyers, brochures, and banners among others in sharing information influences effective communication, hence increases employees' work

satisfaction. Organisations must articulate its strategies, functioning, and intents to workers to enhance workers' gratification. That is, communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties, and the expected results are made known to the subordinates which makes work easier for better performance.

The study shows that effective communication has vast potentials of enhancing workers' performance and makes employees more satisfied on their job. If people who occupy the higher ranks in organisations want to accomplish their goals more easily, they must first embrace and implement a robust and effective communication mechanism that encourages cooperation and feedback. This communication system will make the employees to be motivated, hence increase their performance.

Lastly, management needs to communicate with employees regularly to get feedback and offer suggestions in others to prevent confusion about future roles; this will help improve workers' satisfaction and hence organisational productivity. In addition, top managers should communicate directly with their subordinates on issues of importance. Organisations should eliminate the barriers to effective communication and create efficient, participative, and transparent communication medium to improve employee work satisfaction and accomplish organisational productivity.

## Data Availability

The datasets generated during and/or analysed during the current study are available from the corresponding author on reasonable request. The authors have stored the datasets on a google drive that can easily be shared where a strong need is established upon request.

## Conflicts of Interest

The authors declare that they have no conflicts of interest.

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