

Review paper

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THE INFLUENCE OF COMMUNICATION SATISFACTION ON JOB SATISFACTION - THE CASE OF EMPLOYEES IN THE REPUBLIC OF SERBIA

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Communication is one of the processes that take place within a company. However, employees may be more or less satisfied with the communication that takes place in their work environment. Thus, if employees are satisfied with communication inside their company, such communication satisfaction can be expected to have a positive impact on job satisfaction (JS). Employee JS can initiate many other positive consequences in terms of their attitudes and behaviors. One way to achieve this is to increase satisfaction with internal communication. Starting from the above-mentioned, the subject matter of this paper is to examine the relationship between communication satisfaction (CS) and JS on the example of employees in companies in the Republic of Serbia. This research study is aimed at determining whether there is a connection between these phenomena or not. The sample consists of 202 employees. The results of the study have shown that the bivariate correlation between CS and JS is positive. In addition, the results of the study have shown that several dimensions of CS have a statistically significant impact on employee JS.

Keywords: communication satisfaction, job satisfaction, employees, human resource management

JEL Classification: J28, J40, M54

INTRODUCTION

Organizations are coalitions of various external and internal stakeholders. The leadership team of an organization need to communicate with all stakeholders so that the organization could regularly operate. When communication within organizations

themselves, i.e. communication with internal stakeholders (employees), is concerned, the same might be realized in various ways. Information within organizations may be transmitted through either formal or informal channels, verbally, nonverbally, in writing or orally (Ali & Haide, 2012). Information may also be transmitted downwards, upwards and in other directions as well. Although internal communication can be initiated by any member of the organization, it is primarily the responsibility and obligation of the management who should ensure through it that the

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employee behaviour, attitudes and performances are in line with the achievement of organizational goals.

On the other hand, employees may be either satisfied or dissatisfied with internal communication. Given the fact that there are several aspects of that communication (such as communication with superiors, communication with colleagues, etc.), satisfaction with it is a composition of satisfaction with different facets and communication practices in the organization (Crino & White, 1981). When speaking about satisfaction with communication with superiors, which is very important to employees, it should be noted that the same is not only based on the amount of the information communicated to employees, but it also depends on the content and purpose of such information. There should be a „right measure“ in all this, because too much information may have an opposite effect: instead of employees being satisfied with a large amount of information provided to them, they may feel confused if they are unable to separate necessary and useful information from unnecessary and useless. Therefore, relevant information should be communicated to employees above all. Such communication should be realized in a continuous and timely manner. In addition to building trust in management, such communication could be a predictor of several other important phenomena in the organization, such as the level of employee engagement (Jaupi & Llaci, 2015), organizational commitment (Ammari, Kurdi, Alshurideh, Obeidat, Hussien & Alrowwad, 2017), manifestations of organizational civic behaviour, perceptions of a high level of organizational justice (Chan & Lai, 2017), and so on. It has also been shown that satisfaction with internal communication has a positive effect on the performance achieved by the organization as a whole (Robson & Tourish, 2005).

Many studies have confirmed the fact that communication satisfaction has a positive impact on yet another important attitude towards work - employee job satisfaction. It is safe to say that job satisfaction and organizational commitment as well as some of employees' attitudes towards work that research has been done in the most. The importance of job satisfaction stems from the fact that the human resources highly satisfied with their job are

more willing to contribute to the accomplishment of organizational goals by using their competencies (Kuzey, 2018). It has also been found that high employee satisfaction with the job may provoke additional positive forms of behavior, such as organizational citizenship behaviour (Hemakumara, Khatibi, Gapar & Md. Johar, 2018), organizational commitment (Djaelani, Sanusi & Trianmanto, 2020), low turnover intentions (Huang, Chen, Liu & Zhou, 2017), low burnout (Bauer & Silver, 2018) and so on. Therefore, it is of great importance to undertake all possible measures in order to increase the level of employee satisfaction. The field of internal communication in particular offers a possibility of improving communication satisfaction.

In the previous period, quite a body of the literature was dedicated to the investigation of the relationship between communication satisfaction and job satisfaction. This kind of research, empirical research in particular, has been quite rare in the Western Balkan countries such as the Republic of Serbia (RS). Therefore, this paper aims to find out the answer to the following two questions; first, the study is aimed at determining whether it is possible to establish a relationship between communication satisfaction and job satisfaction in this country, as suggested by the research studies conducted abroad, or not and second, whether employee satisfaction in this country has a positive effect on their job satisfaction or not, which again implies taking into account the results of the research conducted abroad. Starting from the foregoing, the subject matter of this paper is to examine the relationship between communication satisfaction and job satisfaction on the example of employees in Serbian companies, the purpose of which is to provide an insight into the impact that communication satisfaction has on job satisfaction in the context of employees working in Serbian companies. Therefore, a quantitative research study was conducted based on the data collected through a survey.

In addition to the Introduction and the Conclusion, the paper is organized into yet four other parts. In the first part, an overview of the existing literature on the communication satisfaction and job satisfaction

concepts is presented and the interdependence between these two phenomena are highlighted and the starting hypotheses of the research study are defined. In the second part of the paper, the methodology used in the conducted research study is described. In the third part, the obtained research results and discussion on them are presented. In the fourth, and simultaneously the last part an overview of the implications that the research results may have for human resource management is given.

LITERATURE REVIEW

Communication satisfaction

Communication is a process of meaningful and understandable transfer of ideas, thoughts and feelings among people (Goleman, 1998). For communication to be successful, it is necessary for the recipient to understand the meaning of the message and show it through expected reactions.

Employees may be more or less satisfied with communication in their organizations. Since there are many internal communication aspects are important to employees, such as communication with superiors (supervisors), communication with colleagues, the quality of the communication media used and so on, their satisfaction with internal communication is composed of several satisfaction segments.

Speaking about the fact that communication satisfaction is a composition of various types of satisfaction, C. W. Downs and M. D. Hazen (1977) used a multidimensional approach to analyze communication satisfaction. They examined it as an interpersonal, group and organizational communication context. D. J. Pincus (1986) further defined communication satisfaction as every employee satisfaction with the information, information flows, and relationships established in the organization (Pincus, 1986, 395). Communication satisfaction is also defined as an affective feeling which is the outcome of successful communication between stakeholders in an organization (Alam, 2017).

In recent years, research studies have mainly focused on the outcomes of the quality of internal communication. Some research studies have focused on the effects of internal communication on achieving organizational goals and values, whereas some research studies have focused on how the quality of internal communication affects employees' attitudes and their behavior. When the effects of internal communication on organizational goals are concerned, P. Robson and D. Tourish (2005) argue that the available literature implies that internal communication contributes to increasing organizational performance. A. A. S. Alam (2017) cites research studies showing that the improvement of communication leads to more organizational benefits, such as job satisfaction, motivation, job performance, productivity, work values, the organizational climate, leadership styles, organizational identification and organizational commitment. D. Quinn and O. Hargie (2004) acknowledge the value added of internal communication for organizational efficiency and effectiveness, which has broadly been recognized. Furthermore, according to A. Stein (2006), there is a strong correlation between the quality of internal communication and building a good organizational culture. J. Gray and H. Laidlaw (2002) also point out the fact that the level of employee education influences expectations and satisfaction with the quality of internal communication, as well as the need for information breadth and depth.

When the effects of internal communication on employees' attitudes and behaviour are concerned, there is also a significant body of research that has found, for example, that satisfaction with internal communication has a positive influence on employee engagement (Jaupi & Llaci, 2015), organizational commitment (Ammari *et al*, 2017), organisational citizenship behaviour and organizational justice (Chan & Lai, 2017). Informing employees has also been found to lead to increased confidence in management and communication satisfaction (Hargie, Tourish & Wilson, 2002, 414).

A significant body of research has also shown that communication satisfaction affects job satisfaction (Pincus, 1986; Downs & Adrian, 2004; Carrie're & Bourque, 2009).

Job satisfaction

Since work plays a significant role in the lives of the largest number of employees, it is only natural that they would like to be satisfied with the work they do. When speaking about defining this important phenomenon, numerous views are offered in the literature, historically dating back in the 1930s. Namely, in the mid-1930s, R. Hoppock (1935) expressed a view that job satisfaction was a set of the factors (physical and psychological) that caused a sense of satisfaction (in Rahmayanto, Hakim & Rommy, 2019). However, E. A. Locke (1976, 1304) is one of the most cited authors when the notion of job satisfaction is concerned. The aforementioned author considers job satisfaction to be „a pleasant or positive emotional state that results from the evaluation of work or the experience that results from it“.

In recent times, many other authors have offered their own views of job satisfaction, one of those authors being S. S. Baloyi-a, C. C. van Waveren-a and K. Y. Chan-a (2014). They define job satisfaction as a pool of employees' attitudes towards different characteristics and aspects of labor, suggesting that it is a multidimensional concept. On the other hand, O. Tutuncu and M. Kozak (2007) focus on employees' job expectations. In this regard, they claim that job satisfaction relates to the consensus among job aspects and employees' job expectations, implying that it is a completely subjective phenomenon.

Job satisfaction is important to both employees and organizations. Numerous studies have indicated that job satisfaction is associated with the employee initiative, their participation and organizational citizenship behavior, their satisfaction with their lives, their mental health and performance, whereas it is negatively correlated with work volatility, absenteeism and feelings of pressure (Judge & Hulin, 1993; in Milana, 2018). In short, job satisfaction is associated with almost all the important aspects of employees' attitudes and behaviors that they may demonstrate in the work environment.

In a similar fashion, the above implies that it is very important to know and understand the factors

that cause (or reduce) employee job satisfaction. Their knowledge makes them easier to manage, thus creating the preconditions for achieving high business results. When job satisfaction factors are in question, P. E. Spector (1997) is one of the founders of this subject matter in the literature. The mentioned author believes that the outcome of the rewards received by employees, their relationships with their colleagues and superiors, and the nature of the work they perform, too, will be depicted by their job satisfaction. Based on this point of view, this author created the most frequently used job satisfaction measurement questionnaire, which is used in many types of research. A. Armstrong and S. Taylor (2014) are of a similar opinion when job satisfaction factors are in question. According to them, job satisfaction factors can be observed at three levels (Armstrong & Taylor, 2014; in Alromaihi, Aslhomaly & George, 2017). The first level consists of the intrinsic factors related to job content. The second level is the quality of the supervision that affects employees' attitudes. The third level is an upgrade of the Sector understands, and the abovementioned authors believe that job satisfaction is influenced by success or failure in its performance. According to this perspective, the employees who are successful in performing their work tasks will be satisfied with the work they do, whereas those who are not will naturally not be satisfied with it, either.

Communication satisfaction is one of the factors with a big potential to influence job satisfaction and cause all the positive consequences that arise from that satisfaction. Therefore, this factor deserves to be paid special attention to, which is done and elaborated in this paper.

Hypotheses Development

The first study which connected the two variables - communication satisfaction and job satisfaction - was associated with Herzberg and the 1960s (Carrie're & Bourque, 2009). However, the authors of the late 1970s, who focused on exploring the relationship between communication with superiors and job satisfaction, were interested in this topic (Carrie're & Bourque, 2009).

After the late 1970s, the authors began to investigate the influence of communication satisfaction and other forms of communication on job satisfaction. Namely, C. W. Downs and M. D. Hazen (1977) identified as many as eight dimensions of communication satisfaction: organizational integration, personal feedback, corporate information, the communication climate, communication with supervisors, the quality of the media quality, co-worker communication and subordinate communication. Thus, for example, a study conducted by D. J. Pincus (1986) discovered that the high levels of communication satisfaction could be related to a high level of job satisfaction. More specifically, a study conducted by the aforementioned author found that communication with superiors, the work environment, and feedback contributed most to the strong link between communication satisfaction and job satisfaction (Pincus, 1986).

Various research studies have recently clarified the fact that positively perceived internal communication practices positively influence employee job satisfaction. Thus, feedback and the communication climate are an example of effective communication practices, having proven to be the factors closely related to job satisfaction (Downs & Adrian, 2004). Furthermore, a study conducted by H. Tseng (2006) identified positive coherence among several variables, such as communication satisfaction, on the one hand, and job satisfaction, earnings, promotion, and relationships with superiors, on the other. J. Carrière and Ch. Bourque (2009) explored the relationship between internal communication practices, communication satisfaction, job satisfaction, and organizational commitment. Their research study correspondingly confirmed that customs respected when on-job communicating determine both levels of job satisfaction and organizational commitment.

Although the aforementioned studies were conducted in developed countries, the relationship between communication satisfaction and job satisfaction established in those countries is believed to be also present when speaking about employees in companies in the Republic of Serbia. Therefore, the hypotheses to be tested in this paper are as follows:

- H1: There is a strong positive correlation between all the dimensions of communication satisfaction and job satisfaction of employees in companies in the Republic of Serbia.
- H2: The communication satisfaction dimensions influence the job satisfaction of the employees in enterprises in the Republic of Serbia.

RESEARCH METHODOLOGY

The sample and the procedure. For conducting this type of research, employees are the most applicable population. Therefore, during December 2019, a total of exactly 202 participants mostly from the southeast of Serbia were included in the research study. The respondents were employed persons from Southeastern Serbia. As the region of Southern and Eastern Serbia is Serbia's least developed region and as it is characterized by a high unemployment rate, the initial assumptions set by generalizing the conclusions of the previous research in the relationship between communication satisfaction and job satisfaction do not have to be confirmed. Thus, a stratified sample of employees from Southeastern Serbia was created. A paper version and an electronic version of the questionnaire in the form of the Google forms were used for data collection, which the respondents were asked to fill out based on the instructions provided at the beginning of the questionnaire. Thanks to the distribution of the questionnaires in companies in Southern Serbia, an 80.8% response rate was achieved in total. The mandatory questions and anonymity at completing the questionnaire were the significant factors of the participants' engagement.

The research variables and the instruments. The questionnaire used in the study consisted of the items relevant for employee communication satisfaction and job satisfaction measuring. It also included the questions intended to collect information on the respondents' demographic characteristics.

To measure employee communication satisfaction, the broadly accepted Communication Satisfaction Questionnaire (CSQ) taken from C. W. Downs and M. D. Hazen (1977) was used. This multidimensional

questionnaire is so designed as to generate employees' attitudes towards the eight dimensions of communication satisfaction, such as organizational integration, personal feedback, corporate information, the communication climate, communication with supervisors, the quality of the media, co-worker communication and subordinate communication. The questionnaire consists of 40 items. The response options are measured on a seven-point Likert scale, anchored by very dissatisfied (1) to very satisfied (7). On the Likert scale, the value 4 means a neutral attitude towards communication, whereas the values lower than 4 mean either total or partial dissatisfaction and those higher than 4 account for partial or total satisfaction with communication. A total of five items were developed for managers to measure subordinate communication. In this research study, there were no respondents in a managerial position, so all the respondents answered 35 questions. The reliability test with the cut-off point for Cronbach's alpha greater than 0.6 (Griethuijzen, Eijck, Haste, Brok, Skinner, Mansour *et al*, 2014) showed that the reliability of all the dimensions of communication satisfaction was above the threshold (Table 1). The reliability of the communication with supervisors measuring scale expressed by Cronbach's alpha value 0.849 was achieved by excluding one item from the analysis, namely „The extent to which grapevine is active in our organization“. The overall reliability of the CSQ was 0.958, thus indicating a very high reliability of the scale.

To measure employee job satisfaction, a twenty-item scale of the short form of the Minnesota Satisfaction Questionnaire (MSQ) was adopted (Weiss, Dawis, England & Lofquist, 1967). In this part of the research, a five-point Likert scale was applied (1 - very dissatisfied to 5 - very satisfied). One example of the response option was „The chance to do things for other people.“ On the Likert scale, the value 3 indicates a neutral attitude towards job satisfaction, whereas the values greater than 3 indicate job satisfaction and those lower than 3 indicate job dissatisfaction. The reliability analysis presented a high value of Cronbach's alpha for overall job satisfaction (Table 1).

The analyses and the procedures. A descriptive analysis was first carried out using the IBM program SPSS

Version 26. The analysis was conducted by calculating the minimum, maximum, mean and standard deviation values for the communication satisfaction dimensions and job satisfaction. The reliability of the instruments was then assessed by calculating Cronbach's Alpha values, where the alpha values greater than 0.6 meet the acceptance condition (Hair, Black, Babin & Anderson, 2019). The strength of the relationships between the communication satisfaction dimensions and job satisfaction was then examined in a correlation analysis as a precondition for employing regression analysis. Finally, multiple linear regression analysis was used to predict the impact of the independent variables on the dependent variable. $P < .05$ was applied as the cut-off point for significance.

THE FINDINGS OF THE STUDY AND DISCUSSION

The sample characteristics. To review the structure of the sample obtained in this study, its demographic characteristics need to be analyzed. The sample dominantly included women (63.4%), whereas men accounted for 36.6%. In terms of age, work experience and education, the sample of the respondents is of a heterogeneous composition. Almost one-half of the participants (44.6%) were between 30 and 39 years of age. In a similar fashion, 40.6% were from 20 to 29 years of age, whereas only 8.9% were in the group of those from 40 to 49 years of age, and 5.9% were in the group of those older than 50 years of age. Presumably connected with the sample age distribution, the respondents were generally with a work experience of less than ten years (83.2%). Additionally, 9.9% of the respondents had 11 to 20 years of work experience, 5.9% had a work experience between 21 and 30 years and 1% of the respondents had a work experience between 31 and 40 years. The level of the respondents' education is diverse, specifically 12.9% had a high-school diploma, 38.6% had a bachelor's degree, 41.6% had a master's degree, and 6.9% had a doctoral degree.

The descriptive analysis presented in Table 1 accounts for the results of how participants scored their statements on communication satisfaction and

Table 1 The minimum, the maximum, the mean, the standard deviation and the reliability of the researched variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Cronbach's Alpha
Organizational integration	202	1.00	7.00	4.8020	1.26349	0.891
Personal feedback	202	1.00	7.00	4.6198	1.13576	0.854
Corporate information	202	1.00	7.00	4.5941	1.21039	0.830
Communication climate	202	1.00	7.00	4.6871	1.42205	0.931
Communication with supervisors	202	1.00	7.00	4.9282	1.26439	0.849
Quality of the media	202	1.00	7.00	4.9208	1.21092	0.886
Co-worker communication	202	1.00	7.00	4.7822	1.26840	0.892
Communication satisfaction	202	1.00	7.00	4.7620	1.12241	0.958
Job satisfaction	202	1.00	5.00	3.7079	.71580	0.949

Source: Authors

job satisfaction. The presented data were also tested on whether they met the conditions for normally distributed data before conducting the correlation and regression analyses and the assumption of normality was met.

Table 1 illustrates the communication satisfaction dimension values ranging from 1 (minimum) to 7 (maximum). All the mean communication satisfaction dimension values are higher than 4, which is indicative of the fact that employees are most satisfied with all the seven communication dimensions in their organizations. The participants are on average especially most satisfied with communication with supervisors ($M = 4.9282$, $SD = 1.2643$). Therefore, superiors are marked as the people who pay attention to what employees say and as problem-solving action guides. Furthermore, the overall communication satisfaction of 4.7620 ($SD = 1.1224$) demonstrates employees communication satisfaction.

The mean value of job satisfaction of the sample used in this study is 3.7079 ($SD=0.7158$), which is viewed as partial employee satisfaction with job-related characteristics.

To test the first hypothesis (H1), intercorrelations were used so as to investigate the relationship between the communication satisfaction dimensions and the employee job satisfaction. Noteworthy is the fact that the correlation between overall communication

satisfaction and job satisfaction is positive and strong ($r = 0.791$, $p < 0.01$). The results supportive of the first hypothesis are highlighted in Table 2.

The correlation analysis revealed that there was a significant positive and strong relationship between all the communication satisfaction dimensions and job satisfaction, thus having confirmed the first hypothesis. In other words, the results indicate the fact that, if the level of every dimension of communication satisfaction increases, the level of job satisfaction will increase accordingly, and *vice versa*. Table 2 also indicates the fact that the highest value of the correlation coefficient is recorded between communication with supervisors and participant job satisfaction, which is both positive and statistically significant ($r = 0.766$, $p < 0.01$).

Proposing that the high correlation coefficients point out a greater predictive accuracy of the independent variables, the second hypothesis (H2) was tested by conducting a multiple linear regression analysis, where the communication satisfaction dimensions were the independent variables and job satisfaction was the dependent variable.

Table 3 shows that the R value 0.832 and its R square 0.678 indicate that the communication satisfaction components explain 67.8% of the variability in respondent job satisfaction. The model fit between the communication satisfaction dimensions as the

Table 2 The correlations between the communication satisfaction dimensions and the employee job satisfaction

Variable	1	2	3	4	5	6	7	8
1. Organizational integration	1							
2. Personal feedback	.822**	1						
3. Corporate information	.720**	.773**	1					
4. Communication climate	.697**	.699**	.817**	1				
5. Communication with supervisors	.688**	.668**	.702**	.867**	1			
6. Quality of the media	.728**	.652**	.707**	.866**	.876**	1		
7. Co-worker communication	.779**	.745**	.754**	.829**	.834**	.864**	1	
8. Job satisfaction	.709**	.716**	.647**	.718**	.766**	.712**	.687**	1

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

Source: Authors

Table 3 The results of the multiple regression analysis

Explanatory Variables	Dependent variable - Job satisfaction			
	β	Sig.	Tolerance	VIF
(Constant)	1.167	.000		
Organizational integration	.115	.000	.247	4.041
Personal feedback	.187	.014	.243	4.107
Corporate information	-.020	.000	.244	4.106
Communication climate	.037	.683	.139	7.191
Communication with supervisors	.278	.501	.175	5.712
Quality of the media	.043	.000	.146	6.830
Co-worker communication	-.112	.493	.175	5.708
R	.832			
R ²	.678			
Adjusted R ²	.666			
ΔR^2	.678***			
F	58.322***			
Number of observations	202			

Note: *** p < 0,001

Source: Authors

independent variables and job satisfaction as the dependent variable was met ($F = 58.322, p < 0.05$). According to the third part of Table 3, the regression coefficients for the communication satisfaction dimensions that are statistically significant are as follows: organizational integration ($\beta = .115, p < 0.05$), personal feedback ($\beta = .187, p < 0.05$), communication with supervisors ($\beta = .278, p < 0.05$) and co-worker communication ($\beta = -.112, p < 0.05$). The highest beta coefficient amongst all the four significant coefficients

is that for communication with supervisors. Regarding the degree of supervisors' success in understanding employees' opinions and their problems in the workplace, employees will be more satisfied with their job if that degree is high. Also, if employees are satisfied with the information about the work environment and about how their performances are evaluated, job satisfaction will increase. Despite the positive influence of the three communication satisfaction dimensions, co-worker communication

has a negative impact on job satisfaction. This finding could be contemplated as a positive, meaning that if there is no informal communication between co-workers, there will be no misleading information that might lead to employee job dissatisfaction.

Finally, the regression equation for the predicted value is expressed as follows:

$$\text{Job satisfaction} = 1.167 + 0.115 (\text{organizational integration}) + 0.187 (\text{personal feedback}) - 0.020 (\text{corporate information}) + 0.037 (\text{the communication climate}) + 0.278 (\text{communication with supervisors}) + 0.043 (\text{the quality of the media}) - 0.112 (\text{co-worker communication}) \quad (1)$$

As was previously stated, only four regression coefficients are statistically significant, while three (corporate information, communication climate and media quality) are not. Based on the previously presented results, the second hypothesis (H2) is but partially confirmed.

To address the multicollinearity issue, it is important to look into the columns of Table 3 showing the VIF and tolerance values. Even though there are high correlation coefficients between the independent variables, the values of the tolerance and VIF tests are within acceptable limits - VIF < 10 and Tolerance > 0.1 (Field, 2018).

The obtained research results reveal comparable findings as the other studies in which communication satisfaction and job satisfaction were researched in general and the relationship between the communication satisfaction and job satisfaction forms. Taking into consideration those studies, the results of the P. Vermeir, C. Downs, S. Degroote, D. Vandijck, E. Tobback, L. Delesie, A. Mariman, M. Deveugele, R. Verhaeghe, B. Cambré and D. Vogelaers (2018) study are similar to the results obtained in this study. At the $p < 0.01$ level, they found that all the dimensions of communication satisfaction in hospital nurses significantly correlated to their job satisfaction. Opposite to the results obtained in this study, showing a strong correlation between the variables, the correlation coefficients in their research had a medium effect, which was indicative

of a moderately strong relationship between those variables. Additionally, a research study by G. Doleman (2017) detected a strong positive relationship in the six communication satisfaction dimensions (organizational integration, corporate perspective, a relationship with supervisors, the communication climate, horizontal communication, and the quality of the media) and job satisfaction ($p < 0.01$) in pediatric nurses. The findings of this research study provide a specific view of the positive relationship between all the independent and dependent variables, as well as a research by L. D. Ramirez (2012), done in university foodservice student employees.

The importance of doing research in the impact of the communication satisfaction dimensions on employee job satisfaction is observed through the fact that not many such surveys have been conducted. In one of them, job satisfaction is observed as a mediating variable between communication satisfaction and the organizational commitment of researchers in agriculture (Oso, Adebayo & George, 2017). The results have shown that only top management communication influences job satisfaction, which implies that the top management interacting with employees and valuing their attitudes towards the company's vision, mission and goals exerts a positive influence on job satisfaction. G. Doleman (2017) further found that job satisfaction expressed by the nurses was significantly influenced by the quality of the media and the communication climate, which is only followed by the relationship with supervisors. In both research types, i.e. both in the study we conducted and in the research study by G. Doleman (2017), communication with supervisors was found to be a significant variable influencing job satisfaction. This further means that, when employees are satisfied with supervisor's shared information and when the upward and downward aspects of communication are in place, they will be more satisfied with their jobs.

Rare studies conducted in Serbia dedicated to the issue in question show that employees are satisfied with some aspects of communication in organizations. For example, some studies found that communication with supervisors moderated the relationship between employees' personality traits and the dimensions

of employee job satisfaction (Hadžić, Majstorović and Nedeljković, 2009). Furthermore, in their broad research based on the data obtained from 256 middle managers working in 131 companies in Serbia, M. Nikolić, J. Vukonjanski, M. Nedeljković, O. Hadžić and E. Terek (2013) found that the internal communication satisfaction dimensions were positively correlated with the job satisfaction dimensions. In the research study conducted by M. Nedeljkovic Knezevic, M. Mijatov and S. Nedeljkovic (2019), the personality dimensions significantly related to the dimensions of the communication satisfaction in 119 employees in Serbia.

IMPLICATIONS FOR HUMAN RESOURCE MANAGEMENT

Based on the previously shown results and in order to contribute to an increase in employee communication satisfaction and employee job satisfaction levels, it is possible to make recommendations for human resource management, at least for the human resource managers working in the organizations included in the research study. Some of the recommendations are as follows:

Maintaining a communication link with employees. In order for employees to be satisfied with the work they perform, communication with superiors must be open and honest. The first step in achieving suchlike communication is to establish and later maintain adequate employee-superior communication channels (Doleman, 2017). All official information and instructions should be conveyed through formal communication channels, whereas informal communication is only reserved for meeting employees' relational needs (such as understanding, support, advice, etc.). Informal communication, however, can also be used to transmit official information if, for any reason, formal channels have not been sufficient to provide an appropriate response from employees or if there has been some interruption in information transmission (Kandlousi, Ali & Abdollahi, 2010). All channels, no matter whether they are formal or informal, should enable

the two-directional information transmission: from management to employees and *vice versa* (Zangaro, 2001). Except for traditional communication methods (such as conversation or e-mail), communication may considerably be enriched using other options, such as „the open door“, „the open book“, „e-books“, and so on.

Providing feedback on the work done by employees. The results of the research study show that providing feedback on employee performance is a very important factor in employee job satisfaction in Serbia. For this reason, employees should promptly be informed about the aspects of their work that will be the subject matter of evaluation and the evaluation methods that will be used for that purpose, the dynamics of such evaluation, and so on.

Providing information on the company's business and operation. This information group aims to increase employee organizational integration, which has also been shown as a significant predictor of employee job satisfaction. Therefore, in order to increase employee job satisfaction, they should be provided with all the relevant information about their immediate work environment, what business plans are to be implemented, what results they are expected to achieve, even the news about their colleagues and other employees (Doleman, 2017).

Improving communication with colleagues. The research study has proven that communication with colleagues is the factor which may predict employee job satisfaction, but the same has a negative sign. Such a situation can be characterized as problematic from the aspect of a team spirit development and cooperation inside the work environment. Given such a situation, G. Doleman (2017) suggests that lateral communication can be enhanced by various team-building practices (such as workshops, common excursions, etc.). Also, designing the work tasks that involve collaboration between the employees of different departments may contribute to an increase in understanding, collaboration and tolerance among employees (Awad & Alhashemi, 2012).

CONCLUSION

The subject matter of this paper implies a study of the two important issues related to the workplace, namely communication satisfaction and job satisfaction. Both issues, each on its own part, exert an influence on the work-related outcomes. However, they can be interrelated in such a way that the one influences the other, which indirectly affects many other important work-related outcomes. For both reasons, it was important to conduct a deeper research study of their nature and the relationship between them as well. Therefore, an empirical research was done on a sample of employees working in enterprises in Serbia.

The conducted research study has primarily shown that employees in Serbia are generally satisfied with both communication within the company and the work they perform, bearing in mind the fact that the average communication satisfaction and work satisfaction scores range between 4.7 and 3.7, respectively, on a scale from 1 to 5.

Secondly, the results of the study verify the fact that there is a positive relationship between these two variables. Furthermore, the results indicate that the issue of the relationship between communication satisfaction and job satisfaction can also be addressed through regression analysis.

Thirdly, the results of the study have revealed that the largest number of communication satisfaction facets have a statistically significant influence on job satisfaction (the regression analysis has shown that the communication satisfaction dimensions greatly influence employee job satisfaction, accounting for 67.8% of variability in job satisfaction). The significant influential communication satisfaction dimensions that have arisen from the research study by the magnitude of the effect are as follows: communication with supervisors, personal feedback, organizational integration and co-worker communication. Additionally, the study has also shown that co-worker communication has a negative effect on job satisfaction, apart from the other three factors that have a positive effect. Consequently, there is a need for the improvement of communication in this area.

Therefore, practices for human resource management are proposed both for enhancing the influence of the communication satisfaction dimensions that already have a positive influence on job satisfaction and for strengthening lateral communication among employees.

This research study, however, has its limitations. They primarily relate to the sample size and the fact that the sample sociodemographic structure is rather diverse, too. Therefore, in order to generalize the research results, future research in this topic should be aimed at including a larger number of the respondents who will have similar frequencies between groups. A suggestion is also made in this paper that it may be useful to explore the relationship between communication satisfaction and job satisfaction with the other attitudes towards work, such as organizational commitment. Despite the paper's obvious limitations, this paper is believed to be contributing to the domestic literature in this field, since this topic has not been paid sufficient attention to so far. The contribution of the paper also reflects in the proposed recommendations set intended to help human resource management enhance employee communication satisfaction and consequently employee job satisfaction at least in the enterprises that were included in the sample.

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