(REVIEW ARTICLE)

Impact of organizational communication on teacher's job satisfaction

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Abstract

The impact of organizational communication on teachers' job satisfaction is a relevant topic for educational research, as it can provide insights into how to improve the quality of teaching and learning in schools. This study aims to explore the relationship between different dimensions of organizational communication and teachers' job satisfaction, based on a literature review of previous studies in this field. The literature review covers the following aspects: the definition and measurement of organizational communication and job satisfaction, the theoretical frameworks and models that explain the link between them, the empirical evidence and findings from various contexts and levels of education, and the implications and recommendations for practice and future research. The study combined a descriptive and an analytical approach, and exploited secondary data from already published sources. The main findings suggest that organizational communication has a positive and significant impact on teachers' job satisfaction, especially when it is characterized by clarity, openness, feedback, involvement, leadership, and school climate. However, there are also some challenges and limitations that need to be addressed, such as the diversity of communication styles, the complexity of communication channels, the influence of individual and organizational factors, and the need for more rigorous and comprehensive research methods. The study concludes with some suggestions for improving organizational communication and enhancing teachers' job satisfaction in higher education institutions.

Keywords: Organizational communication; Job satisfaction; Gender; Teachers

1. Introduction

The term communication is derived from the Latin word *"Communis"* i.e. Common Picture Language [1]. The concept of communication has Egyptian origin. One possible way to paraphrase the sentence is: The origin of the term "communication," which refers to a shared visual language, is the Latin word "Communis". Communication" refers to the act of giving someone or something information at a certain location. Since managers nowadays are essentially communicators and teachers as well, communication is crucial in management [2]. Management has access to information through communication, which is their tool. Speaking or writing may be used to communicate. Three components comprise effective communication and they are the Person Speaking, the Speech's topic, the Listener or the Audience

"Communication is the exchange of information between two or more persons with a view to creating an understanding in the other's mind, whether or not it gives rise to conflict," say Koontz and 'O' Donnel, cited in Gurav [1]. It refers to the

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transmission of knowledge from one party to another through a channel in the form of an intelligible message. Another definition of communication is the process by which ideas or information are transferred from one person to another. In a nutshell, communication is the movement of information between parties with a specific goal in mind. In communication minimum two persons are involved, one is a sender and another is receiver [1]. In communication the reciprocal process has taken place. It is a process; which is shown in Figure 1:
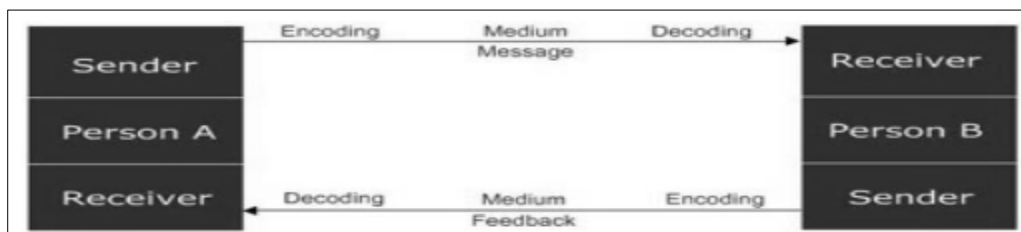

Figure 1 The reciprocal process in communication

Four crucial components are taken into account when communicating. These components include: I) Source: The source is the first end where a person or people with abilities are functioning as the source, ii) Transmitter: A channel having five senses, including sight, hearing, touch, smell, and taste, iii) Message: The message is the communication's subject and should be concise, iv) Receiver: The recipient of information and skills is the individual or people on the receiving end. The following examples of communication flow are highlighted: Client, customer, head of department, encoder, language choice, and body language Clear, unambiguous, ideas, and an important message; Medium vocal tone, face-to-face communication, and gesture; Decoding, perception, interpretation, understanding ability, and attitude of the receiver, as well as feedback from the receiver to the communicator

1.1. Networks and Communication Channels

The networks and communication channels are thus:

- Reverse Channels
- Vertical Channels
- Angled Channels
- Off-Broadcast Media

1.1.1. Downward Channel

This phrase refers to the process through which information moves downward in the hierarchy, from superiors to subordinates [3]. The communications typically contain details about work assignments, performance reviews, regulations and procedures, etc. To foster strong relationships between managers and employees, more events like departmental meetings should be planned [4, 5]. In order to achieve successful communication within the organization, a proper training and development strategy needs to be designed.

1.1.2. Upward Channel

It means when information flows from the lower level, to one or more higher levels in the organization [6]. Forms of upward communication include, face-to-face meetings with immediate superior, staff meetings with superiors and reports [7, 8]. The messages normally include performance reports, requests for assistance, information, ideas and suggestions for improvement. It involves an exchange of information between the manager and subordinates, at two or more levels of the organizational hierarchy.

1.1.3. Diagonal Channels

Within the same work group and departments, diagonal channels involve the interchange of information between all departments in a vertical, horizontal, upward, and downward direction. Any format, including meetings, reports, memos, etc., can be used for a diagonal channe [9]. These typically involve organizing tasks, addressing problems, and providing support to peers.

1.1.4. Informal Channels

Direct relationships between people at various levels and the horizontal and vertical information flow that occurs through these channels. This type of communication helps organizations achieve their goals by facilitating information

flow, enhancing understanding, and coordinating actions [10]. It is merely of an informal nature. Informal forms of communication include company newsletters, internal magazines and bulletin boards, tea group discussions, etc. . It is possible to think of communication as the force and tool that unites the members of an organization. Because it unifies the many managerial activities, it is crucial for both internal and external functioning [10]. Because it makes it possible to set organizational goals, communication is crucial for organizations. It makes it easier to establish strategies for achieving corporate objectives. It efficiently manages resources, both human and otherwise. Managers can better understand and inspire employees through effective communication. Finding shared ground of experience, utilizing well-known phrases, maintaining reserve attention, using examples and visual aids, delivering reactions, and resolving interpersonal conflict are all necessary for good communication techniques [1].

Relationships are built through communication, which also enables organization. Each message has a goal or purpose. Whether intentionally or unintentionally, the sender wants to achieve something through communication. In organizational settings, messages often have a clear goal: to inspire, inform, inform, instruct, convince, motivate, or inform. In fact, one of the key distinctions between informal discussion and managerial communication is this clear aim [11] (Bajpai, 2018). The foundation of effective communication inside an organization is a set of clearly stated goals that complement its mission and goals. Management works to ensure that all parties to their discussions understand one another. In order to transmit information both vertically and horizontally, organizational communication adopts a system of formal communication channels [11]. (These channels are shown in the organizational structure). Information is exchanged to guarantee the efficient and successful achievement of objectives. Employees communicate upward to supervisors and laterally to neighboring departments. From managers to employees, instructions regarding the performance of the department and business procedures are communicated. Information from the department is relayed back up to top management through the organization. Management offers updates on how things are doing, informs the supervisor of any issues, and makes requests for clarification and assistance. Supervisors, in turn, inform and help their staff members [12]. Both at the top and bottom of the organization, supervisors continuously assist in the process of obtaining the necessary clarification and problem-solving. Supervisors also interact with customers and vendors who are external to the company. A message or piece of information is sent from a sender to a recipient through the process of communication. To plan production levels, for instance, a production manager (sender) can ask a sales manager (receiver) for sales estimates for the following six months [11]. The production manager would subsequently receive a response (feedback) from the sales manager along with the pertinent numbers. This is an illustration of internal communication, which involves the exchange of information among employees of a company [12]. Therefore, communication serves as the link between all the various company activities, ensuring that everyone is working toward the same objective and understanding exactly what needs to be done and by when. Therefore, effective communication is essential to a company's success. Of course, a company will need to communicate with individuals or groups outside the company. The term "external communication" refers to this. For instance, the finance director may need to approach banks for a loan while the marketing manager may need to inform customers of new special pricing offers.

1.2. Barriers to Communication

An organization's success depends on more than just how quickly its profits increase. Each project's success is a result of excellent communication and teamwork between all of the company's employees. The key to ensuring the work is completed without a hitch is communication [13]. The agreement while working cannot be achieved if there is improper communication among the employees. The following are the obstacles that cause communication to be disrupted. Both individual and organizational barriers fall under this category. Insufficient communication facilities, physical distance, a lack of time, noise, mechanical equipment failure, a lack of planning, poorly expressed messages, unclarified assumptions, a lack of trust in the communicator, and impersonal communication are just a few of them. Modern management places a premium on communication because a manager is essentially a communicator. The management's tool is information, which is made available through communication. Speaking or writing may be used to communicate. Speaker, speech, and audience are the components of communication [14]. The seven C's of communication—honesty, clarity, completeness, consciousness, concreteness, correctness, and courtesy—must be used for effective communication. Effective communication heavily relies on body language and presentation abilities. Teachers transform knowledge; communication is crucial to this transformation process and is therefore urgently needed [1]. It all comes down to being able to properly and unmistakably transmit your messages to other people. It also involves receiving information sent to you by others as accurately as feasible. This requires work on the part of both the message sender and the message recipient. And it's a process that may be rife with mistakes, with the sender's or the recipient's misinterpretation of messages. If this isn't noticed, it could lead to a lot of confusion, wasted work, and lost opportunities. In actuality, communication is only successful when both parties involved in the communication comprehend the same information.

2. Concept of Organization

What exactly is a company? Universities, airlines, chemical industries, supermarkets, and government agencies are all aware of this. For the purpose of understanding labor legislation from the standpoint of public administration, the workplace, a specific type of organization (which consists of people and is therefore social in nature), is essential. We interact with organizations in a variety of ways: we work for them, we use their products, we pass by buildings where they have offices, we read about them in the news, and we take in their commercials. Organizations appear to be stable, permanent, and well-organized when we observe them, especially the bigger, older, and more well-known ones. After all, this is why we refer to them as organizations. Many textbooks portray organizations as strong, enduring, and organized entities. But in our opinion, these books only cover a portion of the truth. The life and activity that hum behind the apparent order is obscured by them, along with its other half. When computer systems malfunction, when there is an airplane delay or accident, when goods are shipped to the wrong locations, or when reservations are booked for the wrong dates, this can occasionally burst into view and show pandemonium. It deals with a list of the fundamental human traits that a suitable conceptual framework ought to cover.

According to one of the prominent scholars, According to this definition, organizations are thought of as social entities or human groups, implying that people make up its core components. The notion that organizations are collections of people is the first important component of this concept [15]. Deliberate construction, or the creation of organizations with specific goals in mind, is another fundamental component. Setting goals is essential to organizational management, but not all managers are adept at it. The majority of academic writers use the terms "goal" and "aim" or "objective" interchangeably, however there is evidence of hermeneutical ambiguity in general literature. There are many different goal classifications, and they vary depending on the contextual, structural, functional, and temporal qualities of the goal [16]. Another fundamental component of this description is the idea of a goal; the phrase "productive relationship" simply denotes the coming together of people and functions with the aim of generating something, be it commodities or services. When the aforementioned definitions are thoroughly examined, it becomes clear that the definitions of many scholars addressing the concept of organization have a few key components. A gathering of people, a planned establishment or construction, and the achievement of particular objectives are some of these features in common. Using the aforementioned characteristics as a guide, we will define organizations as "social units or human groupings deliberately established for the accomplishment of specific objectives." Organizations in this sense include ministries, businesses, colleges, hospitals, schools, political parties, prisons, associations, etc.A data-driven corporate culture has emerged as a key new engine of organizational growth in the current digital world. Due to the organization's deployment of business analytics technologies with integrated artificial intelligence (AI), this data-driven culture has taken on a more sophisticated form [17].

The most important transformation of everyday life in the modern era has been the sharpening and deepening of a split between the world of direct interpersonal relationships and the mode of organization and integration of large-scale social system.

Because the term "organization" is so similar to the more general term "social organization," it can be difficult to talk about or think about organizations. The processes through which human behavior becomes socially organized are referred to as social organization. This statement essentially states that the observed patterns in people's behavior are caused by the social contexts in which they exist rather than by their physiology or psychology as individuals. In other words, societal circumstances have an impact on how people behave. People's behavior is influenced by two primary categories of social conditions: (A) How social relationships are organized inside a group. (b) The common values and principles that unify and direct the behavior of the group's or collectivity's members. The two fundamental elements or traits of social organizations are these two primary categories of social situations. According to the structural notion, there must be some sort of relationship between each member of a social group. As a result, one aspect of social organization is a definite network of relationships. The system of shared values and orientations that serve as guidelines for appropriate behavior is the second aspect of social organization. Common ideas about how people should behave, or common expectations about how people should behave, emerge during social contact. In essence, as social norms mature, social punishments are utilized to deter their breach. We can describe social organizations as "networks of social relations and shared orientations" by taking into account the aforementioned arguments. Municipalities, associations, ministries, political parties, and corporate entities are all components of society, which is a social structure. In this sense, the idea of social organization denotes a larger collection of connections and procedures. Organizations are a part of the broader idea of social organization; they are impacted by it and, in turn, are affected by it. In this sense, social organizations include groups like families, tribes, ethnic groups, friendship groups, and society itself. In this context, when the word "organization" is employed, it refers to what many have referred to as formal organization. In other words, "organization" and "formal organization" refer to the exact same set of relationships.

The government is one of the biggest institutions that we all must abide by, and it is frequently created by a constitution that is the ultimate law of the state. However, we frequently have a limited knowledge of the complexity of organizations and organizational life. Organizational theory seeks to accomplish three key objectives: I) Create a framework for comprehending organizations, ii) Lay the groundwork for effective organization-working, iii) For taking part in or starting initiatives to transform and modify organizations to suit new circumstances.

Management theory and organizational theory have a lot in common. This is because in order to perform the managerial role successfully, a manager must have a solid understanding of how an organization functions [18]. As a result, knowledge of organizational theory forms the basis for learning about management. As a result, an organization is made up of two or more individuals cooperating within clearly defined boundaries in order to achieve a common purpose or objective. From this concept, four crucial organizational characteristics are clear: i) Because individuals make up organizations, the human element is crucial due to its complexity in terms of social relationships, variability, and diversity. Ii) A number of things become necessary when people cooperate. For instance, the necessity for specialized expertise and the division of labor among persons

Organizations have boundaries that may be easily identified, such as members and the locations of specific activities. Organizations are purposeful, goal seeking work arrangements. That is organizations exist to pursue commonly held goals [19].

2.1. The Relationship between an Organization and its Environment

Because they do not exist in a vacuum, organizations all have environments. The term "environment" refers to everything surrounding an organization, including other organizations, people with their values, demands, and expectations, technology, climatic conditions, topography and its features, political, economic, and social structures, etc [20]. Employee behavior and activities at work are currently receiving more attention as a contributing factor to environmental issues [21]. As a result, businesses are implementing a range of environmental protection efforts and creating green business plans. Because organizations must constantly interact with their environs in order to exist and achieve their goals, understanding the environment of an organization is essential to understanding how it functions. Every organization must obtain inputs (technology, labor, raw materials, etc.) from its surroundings before converting these inputs into products or services, which are the organization's outputs. The organizations' outputs are returned to the environment for use by other organizations, by other people, or for other reasons. [Figure 2]
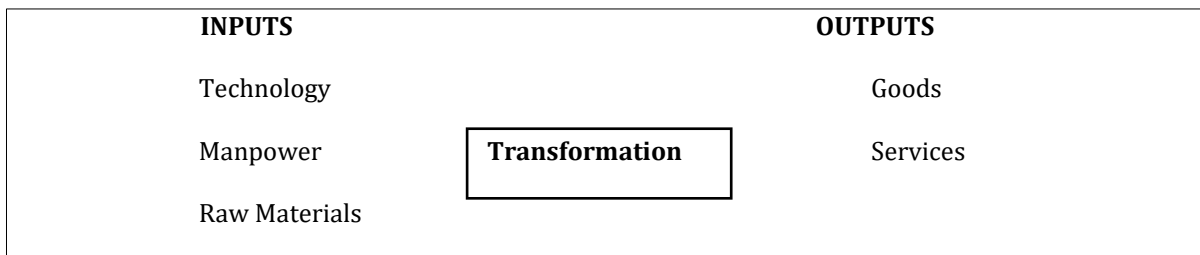
INPUTS		OUTPUTS
Technology		Goods
Manpower	**Transformation**	Services
Raw Materials		

Figure 2 Relationship between an Organization and its Environment

The interaction between an organization and its surroundings is an essential process for every organization, as the image above illustrates [Figure 2]. For an organization to continue to exist, it needs to engage with its surroundings. Organizations are set up to carry out predetermined objectives, and in order to do so, they must have the labor, raw resources, technology, energy, and information necessary to achieve those objectives [22]. The atmosphere of the company can provide all of the aforementioned goods. The fact that the environment is dynamic and always changing is one of its fundamental qualities. The surroundings are dynamic. The current environmental conditions will have an impact on organizations because, as was previously mentioned, there is a constant and essential relationship between the organization and its surroundings. Organizations must adapt to the shifting conditions of their surroundings if they are to survive in this dynamic and ever-changing environment.

2.2. Consideration of Goals

A desired condition of affairs is what an organization aspires to achieve through its goals. The "desired state of affairs" simply implies the future, and realizing the intended state of affairs necessitates that the organization take action that will ensure the realization of the future state of affairs [23]. According to this definition, an organizational goal is closely related to the present and future activities of an organization. The decision made and the subsequent action will be crucial in achieving the intended outcome. The organizational purpose is thus tightly linked to both the organization's

current and future operations. When the aforementioned factors are taken into account, it is evident that an assessment of organizational goals is crucial to the management of a company. From the perspective of organizational design, it is crucial to take organizational goals into account. The level or status that one occupies in a modern bureaucratic-hierarchical organization now serves as the foundation for both authority and compensation, and the groups of statuses or grades that make up the hierarchy also frequently serve to outline the progression of a career inside the company from lower to higher positions [24]. The term "organizational design" refers to organizational arrangements, such as the employees to be hired, the processes and technology to be used, the materials required, the actual site of the organization and its operations, etc. necessary for the accomplishment of the goals. The objectives established for a company will shape its organizational structures to a large extent. In other words, the company's aims will determine the fundamental traits of the organization [25]. From the standpoint of assessing, changing, reorganizing, and criticizing an organization, the examination of organizational goals is equally crucial. The first step in assessing an organization's performance is to look at its objectives, after which you should look at its actual performance to see what progress it has made toward achieving those objectives. A company's performance cannot be assessed without some understanding of its objectives. In this sense, understanding an organization's objectives is unavoidably required when evaluating, criticizing, or restructuring it. The concept of a goal may appear straightforward at first, but it is actually always complicated since it is frequently challenging to identify a single, simple, unambiguous purpose without looking beyond it. Actually, there are a number of aims. In most circumstances, a seemingly simple objective may be a link in a means-ends chain that leads to the achievement of a more significant objective. Or, in a large organization, its individuals may view its objectives differently. For example, top executives may believe the organization is pursuing a particular objective, while those in the middle and bottom echelons may have very different objectives. It is doubtful that there will be 100% agreement on what the organization should try to do, even in a group where there is significant engagement in decision-making and strong membership commitment. Organizational life is permeated by the exercise of power by managers to advance their own interests and solidify their positions [26]. Power is manipulated by managers to achieve objectives and further their own interests. Understanding what power is, how to use it, when to use it, and how it affects others determines whether utilizing power is successful or unsuccessful.. Individuals, acting alone or in groups, make decisions that shape the organization's objectives. The choice of a collective action goal also serves as a benchmark for assessing and judging that collective action. Organizational goals rarely stay the same throughout time since they may need to be modified in response to fresh factors that may arise from within or outside the business. When the relationship between the organization and its environment is taken into account, it is evident that organizations are impacted by changes occurring in their environment and must adjust to the new circumstances. They may need to change their aims as well during the adaption phase

2.3. Concept of Organization Communication

The attractiveness, profitability, and future operations of modern organizations depend on their willingness to prioritize current and prospective employees as the most significant stakeholders in organizational development [27]. The field of communication explores how individuals create meaning via the use of both verbal and nonverbal cues in a range of contexts, cultures, media, and channels. One of life's essential functions is communication. It spreads knowledge, concepts, emotions, and a sense of one another's perspectives. Each person has a unique capacity for social interaction. Since the philosophical perspectives that serve as the foundation for communication study might be in conflict or work in concert, there is no one, comprehensive definition of communication as a discipline [28]. Thus, philosophical viewpoints serve as the cornerstone for how communication researchers position message to meaning and receivers to senders. For instance, some philosophical perspectives and associated theories focus on the purpose or goal of the communication. Some philosophical points of view and supporting theories concentrate on how well the communication is judged or evaluated. Finally, certain philosophical viewpoints and theories direct researcher attention to a specific degree of abstraction or limit attention to a specific context.

2.4. Internal Corporate Communication Process

Communication is omnipresent in modern organizations. Creating compelling messages, positioning corporate representatives and brands, building trusted relationships with key stakeholders, and monitoring public opinion to inform business decisions are daily practices in any successful company [29]. Management ought to put people first. The primary goal of their participation in the tasks they have taken on, the effectiveness with which they are carried out as it is a very essential metric, bearing in mind especially that it requires management to operate in teams. As a result of the work completed, management is concerned with the coordination of their actions, planning, organization, and coordination of pre-established targets, levels, budget management and control, and assessments. These organizational support services for management are enhancing the dynamic of the organization.. Because they are the ones that carry out the tasks given to achieve the objectives, the people who make up the organization, or the labor force, will be the first to gain from the strategy's outcomes, whether they are good or bad. In order to make decisions and put them into action, to coordinate business activities, to conclude partnership and cooperation agreements, and other management-

related tasks, a manager who is responsible for carrying out management functions will always use communication processes. Through managerial efforts, communication efficiency and effectiveness as well as its contribution to value generation must be ensured. Management activities are necessary to steer and align primary activities that transform resources into products and services (purchasing, production, sales, outbound logistics, after-sales service, and so on), as well as secondary activities supporting management can be defined as "the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources" process by which people are informed and guided to achieve the best results [30]. Effective communication is organizing your ideas, making them clear and understandable, and expressing them in a way that will grab the listener's attention. Interaction between team members is made possible by communication.

Through cautious and effective communication, a manager should be the first to build bridges amongst the team members. Activities of organization scroll correctly through communication. Therefore, persons in positions of authority within a company must consider how corporate communications support the achievement of the organization's objectives and what is required to do so [31]. A smart manager will utilize communication to ensure that their message receiver receives it exactly as they believe it should in order to get the desired response at the outset of the communicative process. All of these components serve as the foundation for communication procedures that enable employees of a business to build interpersonal relationships that serve as the cornerstone of effective management practices both internally and outside [31]. As a management tool, communication aims to create positive, non-confrontational relationships based on the accomplishment of shared objectives: to raise skill levels, the need to mobilize employees on the path of changing objectives, in order to utilize their work force to the fullest extent possible the evolution of production forms. It resembles a few of the elements that might account for the goal of enhancing communication. Several factors need to be considered in managerial communication:

- An easy-to-understand and fully grasped phrasing of the message
- Quick conveyance of the message;
- Fluidity and confirmation of communication's reversibility;
- The employment of a language that the transmitter and receiver both speak;
- Streamlining the lines of communication;
- Ensuring that the communication system is flexible and adaptable enough to be used in any circumstance

3. Concept of Job Satisfaction

Job satisfaction reveals a favorable attitude about the work completed. An individual will feel enthusiastic and assured in each task they perform because to this value of job satisfaction [32-34]. Since teachers play the primary role in imparting knowledge in schools, it stands to reason that the discussion in the subject of education is centered on their job happiness. Even in the field of special education, job satisfaction is crucial for raising special education instructors' credibility and inspiring them to continue their commitment to their faith, race, and nation. Several hypotheses with ties to special education have been used to explain the debate of job satisfaction.

One of the key elements influencing the efficacy and efficiency of corporate organizations is job satisfaction. Organizations and management nowadays are focused on the welfare of their people and on comprehending their demands, needs, personal goals, and desires. A happy employee is a successful employee, and a satisfied employee is both [33]. When considering the numerous unfavorable effects of job unhappiness, such as lack of loyalty, increased absenteeism, an increase in accidents, etc., the significance of job satisfaction particularly comes to light [34]. First, from a humanitarian standpoint, businesses should understand how crucial it is to treat staff members properly and with respect. Second, from a utilitarian standpoint, job satisfaction or unhappiness can have a significant impact on employees' actions, which will have an impact on the operations and business activities of the firm [34]. Therefore, positive behavior will arise from job happiness, and vice versa, negative behavior will result from employee discontent with their employment. Third, measures of organizational activities may include work satisfaction. Organizational unit modifications that would improve performance could be achieved through the evaluation of work satisfaction in various organizational units. Several factors have an impact on job satisfaction. Herzberg's two-factor model, also known as the motivation-hygiene theory, proposes that there are two factors that influence job satisfaction: intrinsic job satisfaction factors, also known as motivator satisfaction factors, and extrinsic job satisfaction factors, also known as factors that prevent dissatisfaction [35, 36]. Achievement, acknowledgment, accountability, advancement, growth, and the work itself are all intrinsic aspects. While their absence wasn't always disappointing, having them around may be inspiring. While management, working environment, coworkers, compensation, rules and regulations, job security, status, and personal life are external elements or hygiene factors. Employee commitment, employee loyalty, and job satisfaction are all factors that have an impact on leadership style [37]. Other aspects include compensation, work environment, and work culture variables in addition to these three independent variables that influence endogenous variables [38].

4. Conclusion

The establishment of the required machinery to increase efficiency within the educational system is the only way to ensure effective communication and instructors' job satisfaction. The use of many communication methods that are available in school settings should improve effective communication. Outside of the school system, all school-related activities are conducted. The culture and level of interpersonal communication skills inside the organization have an impact on communication, which is crucial to the success of any firm. The nature and quality of practices are shaped by highly effective organizational communication, which also plays a significant role in determining teachers' job satisfaction.

Compliance with ethical standards

Disclosure of conflict of interest

The author(s) declared no potential conflicts of interest.

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