



# Examining the Effects of Managerial Communication on Organizational Performance Through Mediating Role of Employee Job Satisfaction in Ethiopian Education Institutions

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**Abstract:** This research aims to examine the effects of managerial communication on organizational performance through the mediating role of employee job satisfaction in Ethiopian educational institutions, particularly in rural areas like West Guji. Employing a mixed-methods approach, the study integrates both quantitative surveys and qualitative interviews to gather comprehensive data from 281 participants, including teaching staff and educational leaders. Findings reveal that managerial communication significantly influences employee job satisfaction, which in turn affects organizational performance. Quantitative data indicated a moderate level of satisfaction with communication practices, while qualitative insights highlighted issues such as one-directional communication and lack of employee involvement. The study concludes that effective communication is vital for enhancing employee satisfaction and organizational outcomes. The implications of this research suggest that educational institutions should prioritize developing comprehensive communication strategies that promote transparency and inclusivity, ultimately fostering a more engaged and productive workforce.

**Keywords:** : *Communication strategies; employee job satisfaction; ethiopian educational institutions; managerial communication; organizational performance*

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## INTRODUCTION

In a good workplace, managers need to communicate well with employees. Clear and honest communication makes employees feel they matter (Mayfield, Mayfield, & Sharbrough III, 2015). When employees feel valued, they are happier and healthier (Browning, 2015). This leads to better work and a positive company culture. Good communication makes sure employees know their roles and how their work supports the company's goals (Marie, 2025).

However, in many institutions, communication problems are common. Many companies face problems with how managers communicate with workers (Mialkovska et al., 2024). A study found that if leadership communicates clearly about the company's vision, 89% of employees are happy at work (Ramirez-Lozano, Peñafior-Guerra, & Sanagustín-Fons, 2023). But many workers experiences poor communication causes stress and lowers job satisfaction (Jokanović, Vrgović, Čulibrk, Tomić, & Jošanov-Vrgović, 2025). Empirical evidences show that many employees suffer burnout, stress, and tiredness because of bad communication (Rokhim et al., 2025). A Gallup poll in 2024

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shows that only 44% of employees understand what is expected of them (Lomas, 2024). This situation creates many problems. Miscommunication leads to mistakes and delays (Ahmad et al., 2025). It reduces trust between managers and employees (Faisal & Mariana, 2025). It lowers morale and makes employees less engaged (Duba & Marwa, 2024). It also makes it unclear what employees need to do to perform well (Chopra, 2025). Poor communication hurts the company's work results (Bhatti & Otamurodov, 2025). It causes more absences and higher employee turnover (Wahyuni, Zamora, & Hakim, 2025).

Evidences show that many companies have tried to fix communication problem by offering training programs to help managers communicate (Daramola, 2024); (Jefferson, 2025), add new communication tools and encourage open talk (Iaia, Nespoli, Vicentini, Pironti, & Genovino, 2024), some build a culture where workers feel free to share ideas and concerns (Elliott & Copilah-Ali, 2024), others employed tools like Slack and Microsoft Teams help with checking in and communicating, especially for remote or hybrid work (Daramola, 2024). But even with these efforts, many workers still feel ignored and less connected to their companies (Gede, 2025b), Consequently, performances in such organizations were lower than expected.

Research shows there are gaps in what known about communication between managers and employees (Srisuwan & Rucktum, 2025); (Weerasombat & Pumipatyothin, 2025); (Zaman, Jamil, Zaman, & Jiang, 2025). More studies needed to find which communication methods work best in different organizations. It needs to be understood how communication affects worker health and stress. Current theories give some ideas but do not fully explain the relationship (Rachmad, 2024b).

This study focused on managerial communication and how it affects employee job satisfaction that lead to improved performance. It looks at this issue in Ethiopian schools, especially in rural areas like West Guji. It examined how certain communication practices influence employee well-being. The goal was to find clear ways to improve the communication between managers and staff. This study employed a mixed approach. Surveys equations sent out to collect quantitative data on what employees think and staff interviewed to get insight about their experiences with communication problems. The results will help school leaders to create a workforce that is more involved and satisfied. It also support building a positive work culture aligned with the goals of Ethiopian schools.

## LITERATURE

### *Managerial communication and employee Satisfaction*

Managerial communication plays a pivotal role in shaping employee satisfaction across various organizational contexts. Numerous studies have established a strong link between effective communication strategies and enhanced job satisfaction, highlighting the importance of transparent and empathetic interactions between managers and employees.

Bella (2023), suggested that clear and honest communication fosters a sense of value among employees, leading to improved job satisfaction and overall well-being. This notion is supported by (Mayfield et al., 2015), who found that effective communication contributes significantly to a positive organizational culture. Their research indicates that when employees perceive their managers as communicative and approachable, they are more likely to report higher levels of job satisfaction. Conversely, studies have revealed the detrimental effects of poor managerial communication. Mialkovska et al. (2024) noted that ineffective communication often results in misunderstandings, decreased trust, and lower morale among employees. This sentiment is echoed by Jokanović et al. (2025), who found that employees experiencing poor communication reported increased stress and burnout, which negatively impacted their job satisfaction levels.

A study by Ramirez-Lozano et al. (2023) highlighted that when leadership communicates the organization's vision clearly, 89% of employees express higher job satisfaction. This finding underscores the critical role of managerial communication in aligning employee expectations with organizational goals. However, a Gallup poll conducted in 2024 revealed that only 44% of employees understood what was expected of them, indicating a substantial gap in effective communication practices (Lomas, 2024). Attempts to improve managerial communication have yielded mixed results. Daramola (2024) reported that organizations implementing communication training programs for managers observed improvements in employee engagement and satisfaction. However, despite these efforts, many employees continue to feel disconnected from their organizations, suggesting that surface-level interventions may not address the deeper issues related to communication (Gede, 2025a). The literature also reveals theoretical gaps in understanding the nuances of communication's impact on job satisfaction. Srisuwan and Rucktum (2025), called for more research to identify which communication methods are most effective across different organizational contexts. Additionally, while

existing theories like Herzberg's Motivation-Hygiene Theory provide insights into job satisfaction, they often fail to capture the complexities of managerial communication dynamics (Rachmad, 2024a).

### ***Organizational Performance***

Performance is success that doesn't exist by itself, but it is a function of individual efforts and the result of action. To sustain strong performance, all parts of the system must be closely integrated and aligned toward actively achieving the desired results. Organizational performances are a set of overall preferred results that it wants to accomplish. Delaney and Huselid (1996) define organizational performance as it concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation. Organizational performance is generally indicated by effectiveness, efficiency, satisfaction of employees and customers, innovation, quality of products or services, and ability to maintain a unique human pool (Gede, 2025a). Lusthaus (1999) classified organizational performance measurement into four key variables as degree to which an organization's activities meet customer expectations, the degree to which an organization optimally utilizes resources, the ability to adapt to changing environmental demand while satisfying the expectations of major stakeholders and the ability of an organization to generate more resources than it consumes. Nonfinancial indicators such as customer satisfaction as well as level of learning and growth are explained and added by (Kaplan & Norton, 2001) as a measurement of firm performance. Analysis of organizational performance reveals that there are two performance stages; process and outcome performance, which are further classified into three level individual, team and organizational level performances. Outcome performance can be classified into two group financial and nonfinancial performance and both are considered for this study. Therefore, this study focused on organizational-level outcome performances between generations of Ethiopian Universities to investigate how human resource management practices of the universities ensure employee engagement for better achievements of organizational goals.

### ***Theoretical Foundation of the Study***

Herzberg's Motivation-Hygiene Theory, Leader-Member Exchange (LMX) Theory, and Social Information Processing Theory help to explain how managerial communication affects employee satisfaction (Gimpl, 2024). Herzberg's theory suggests that factors like recognition and achievement lead to job satisfaction, while factors like salary and company policies relate to dissatisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017). Good communication can boost these positive factors and improve satisfaction (Dartey-Baah & Amoako, 2011). LMX Theory focuses on the relationship between managers and employees (Mumtaz & Rowley, 2020). When this relationship is strong, trust and commitment grow, which increases job satisfaction. This shows how important good communication is for building good connections at work (Cho & Park, 2011). Social Information Processing Theory says that employees interpret the social cues they receive, including communication from their managers (Lusthaus, 1999). These perceptions affect their attitudes and how they feel about their jobs (Gede, 2025a). This theory is important here because it shows that how managers communicate can change how satisfied employees are. Taken together, these theories give a clear picture of how different parts of managerial communication can influence employee happiness, helping to guide better practices in schools and workplaces.

## **METHODOLOGY**

This research study employed a mixed-methods approach, integrating both descriptive and explanatory research designs to comprehensively explore managerial communication practices and its influences on employee satisfaction and performance in educational institutions in the West Guji Zone. The target population consisted of teaching staff from each school included in the sample, as well as school directors, supervisors, and Woreda education sector leaders. Four rural Woredas were selected for the study: Suro Barguda, Gelana, Malka Soda, and Birbisa Kojowa. These Woredas were chosen due to their remote nature, as many sectors in these areas have been excluded from empirical research. Given that education is a key driver for various sectors and business institutions, educational institutions were prioritized among all institutions in these Woredas. The total targeted population for the study was 950, and the sample size was determined using Yemane's (1967) formula, assuming a 95% confidence level and a 5% significance level. Based on this formula, a sample of 281 participants was included in the study.

The sampling techniques included both probability and non-probability methods. Non-probability sampling techniques, specifically convenience and purposive sampling, were utilized to select participants among school directors

Woreda leadership, while simple random sampling was employed for teaching staff at school and supervisors. This combination allowed for a diverse representation of perspectives while addressing the challenges posed by the unknown population.

Data collection was conducted using a structured five-point Likert scale questionnaire, which quantified satisfaction levels across various dimensions, complemented by unstructured interviews that provided qualitative insights into the experiences of participants. The data analysis was carried out using SEM to test the proposed model and examine the relationships among the variables. Goodness-of-fit indices, such as the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA), were utilized to assess the overall fit of the model. By employing these rigorous methods and instruments, the study aims to provide robust findings on the effect of managerial communication on employee satisfaction and organizational performance, contributing valuable insights to the existing literature in the field. Ethical considerations were paramount throughout the research process. Participants were given full freedom to choose whether to participate, and clear explanations of the study's objectives were provided. Informed consent was obtained from all parties involved, ensuring that ethical standards were upheld and participants felt respected and valued in their contributions to the research.

## **RESULTS AND DISCUSSION**

This section presents the results of the research based on the distributed surveys. A total of 281 questionnaires were distributed, with 265 completed responses received, resulting in an impressive response rate of 94%. This high level of participation indicates considerable interest in the topic among respondents. The collected data has been analyzed to identify key trends, patterns, and insights. Additionally, the implications of these findings are discussed in relation to the research objectives, highlighting their contribution to the existing knowledge base and potential to inform future practices.

### ***Demographic Information of Participants***

The participants in this study have certain basic characteristics. Most are male, making up 80% of the group with 212 people. Females are 20%, with 53 people. The majority of participants are between 26 and 35 years old. They make up 60% of the group, which is 159 people. Those aged 18 to 25 are 10%, or 27 people. Participants aged 36 to 45 are 20%. Those aged 46 to 55 are 8.3%. 56 and older are 1.7%. This shows the group is mostly young, which can influence their opinions and experiences. Many participants are married. They are 65% of the group, which is 172 people. Singles are 34%, or 90 people. A small number, 1%, or 3 people, fall into other categories. The high number of married people might reflect social or cultural patterns in the population. Most participants have a bachelor's degree. They count for 60% of the group, or 159 people. Diploma holders and those with a master's degree or higher each make up 20%, or 53 people. The high level of education shows that the group is generally well-educated. This can impact the quality of the information they provide. Participants' experience levels vary. 40%, or 106 people, have 4 to 6 years of experience. 30%, or 80 people, have 1 to 3 years. About 25%, or 66 people, have 7 to 10 years. Only 4.9%, or 13 people, have 11 or more years. This shows many are early in their careers, but some have a lot of experience. Their experience can make their input more reliable.

Table 1 *DEMOGRAPHIC PROFILE OF THE PARTICIPANTS*

Demographic variables	Category	Frequency	Percentage (%)
Gender	Male	212	80
	Female	53	20
Age	18-25	27	10
	26-35	159	60
	36-45	53	20
	46-55	22	8.3
	56 and above	4	1.7
Marital status	Single	90	34
	Married	172	65
	Others	3	1
Educational level	Diploma graduate	53	20
	Bachelor degree	159	60
	Masters and above	53	20
Experiences	1-3 years	80	30
	4-6 years	106	40
	7-10 years	66	25
	11 and above	13	4.9

### ***Overview of Practices of Study Concepts in Study Area***

The table 2 shows data on factors related to managerial communication, employee satisfaction, and organizational performance based on a survey of 265 respondents. The average score for managerial communication (MC) is 3.00, with a standard deviation of 0.97. This indicates a moderate level of satisfaction. The individual items give more details. For example, the item about open discussions between management and staff (MC1) has a mean of 2.96 and a standard deviation of 1.20. This suggests there are different opinions about communication channels. The item about support from supervisors (MC2) has a mean of 2.91, meaning staff feel somewhat supported. The standard deviation of 1.14 shows there are differences in support levels. The relationship between supervisors and staff (MC3) has a mean of 3.02, indicating a generally positive relationship. Further analysis of managerial communication shows that staff are somewhat satisfied with the communication of long-term strategy (MC5) and benefits (MC5). Both items have means of 3.10. But there is room for improvement. The items about fairness of the appreciation system (MC6) and alignment of pay with work (MC7) have lower means of 2.79 and 2.65. This shows dissatisfaction with these areas.

Employee satisfaction (ES) has an overall mean of 2.71 and a standard deviation of 1.07. This suggests overall satisfaction is low. Looking at individual items gives more details. The item about working long hours (ES1) has a mean of 2.73. This shows some employees are willing to work long hours. The item about feeling energetic at work (ES2) is a bit higher at 2.90. This shows a moderate level of enthusiasm. Items that measure dedication to work (ES4), difficulty detaching from work (ES5), and positive feelings about time at work (ES6) have higher means from 3.68 to 3.78. This suggests employees feel committed and fulfilled in their roles. The difference between overall satisfaction and these specific items shows that some areas need attention. You can focus on improving motivation and work-life balance.

Regarding organizational performance (OP), the average score is 2.98 with a standard deviation of 0.82. This shows a moderate view of performance. The item about regular service reviews (OP1) has a mean of 2.91. This shows there is a need for reviews to meet customer needs. Customer satisfaction (OP2) scores lower at 2.78. This suggests there are concerns about service quality. Human resource practices (OP3) and staff turnover (OP4) have means of 2.81 and 2.84. These scores show some efficiency, but there is room for improvement to keep staff. Items about research results (OP6) and publication quality (OP7) score higher at 3.09 and 3.27. This shows successes in research work, which can help improve overall performance. The item about technology innovation (OP8) has a mean of 2.96. This shows some effort in this area, but more can be done to improve technology use.

Table 2 *DESCRIPTIVE ANALYSIS OF QUESTIONNAIRES*

Variable	Items code	Items	Obs	Mean	Std. Dev.
Managerial Communication	MC		265	3	0.97
	MC1	There are open discussion sessions between management and staffs of the university	265	2.96	1.2
	MC2	I receive adequate support from my supervisor	265	2.91	1.14
	MC3	The relationship between supervisor and subordinate is cordial	265	3.02	1.11
	MC4	Senior executives clearly communicate the long-term strategy of the school with staff			
	MC5	I am satisfied with the benefits and allowances provided as part of my compensation package	265	3.1	1.11
	MC6	Appreciation or reward system provided by management is fair and equitable.	265	2.79	1.02
	MC7	I feel that my compensation is aligned with the workload expected of me	265	2.65	1.03
	ES		265	2.71	1.07

Table 3 *DESCRIPTIVE ANALYSIS OF QUESTIONNAIRES*

Variable	Items code	Items	Obs	Mean	Std. Dev.
Employee satisfaction	ES1	I can continue to work for long hours on my job	265	2.73	1.08
	ES2	I feel like bursting with energy at my work	265	2.9	1.1
	ES3	I always persevere, even when things do not go well at my job	265	2.84	1.04
	ES4	I feel it is morally correct to dedicate myself to this school	265	3.74	0.99
	ES5	it is difficult to detach me from my job	265	3.68	0.99
	ES6	Time flies when I at work in this university	265	3.78	1.04
	ES7	I'm feel happy when I work intensively in this organization	265	3.73	0.9
	ES8	When I get up in the morning, I desire to go to work	265	3.69	0.98
	OP		265	2.98	0.82
	OP1	Services of the university are regularly reviewed to reflect changing client needs	265	2.91	1.09
Organizational performance	OP2	Customers' satisfaction is high in this university	265	2.78	1.11
	OP3	Human resource management practices of university are efficient that motivate, attract and retain us in this university	265	2.81	1.13
	OP4	Staff turnover is low in this school	265	2.84	1.11
	OP5	Livelihoods of local communities in the catchment areas of school were improved	265	2.94	1.12
	OP6	Sufficient numbers of research outputs are released	265	3.09	1.1
	OP7	There are number of publications on reputable journal	265	3.27	1.04
	OP8	A number of technologies were innovated and transferred	265	2.96	1.1

### ***Measurement Model***

A measurement model is a statistical framework that evaluates relationships between observed variables and latent constructs, ensuring accurate representation of theoretical concepts. In examination of the impacts of managerial communication on organizational performance, a structural equation model (SEM) examines complex relationships with employee satisfaction as a mediator. It establishes data validity and reliability through confirmatory factor analysis and model fit indices, facilitating a rigorous assessment of how ergonomic practices optimize organizational outcomes.

***Instrument reliability and validity*** : This research employed Confirmatory Factor Analysis (CFA) to assess the validity and reliability of the measurement instrument, ensuring that the observed variables accurately reflect the underlying latent constructs. Key indices used in this process include Cronbach's Alpha, which measures internal consistency reliability, indicating how closely related the items are within a scale. Composite Reliability assesses the overall reliability of a construct by accounting for the different loadings of the indicators. Average Variance Extracted (AVE) evaluates the amount of variance captured by a construct relative to the variance due to measurement error, with values above 0.50 indicating adequate convergent validity. Additionally, fit indices such as the Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Tucker-Lewis Index (TLI) assess how well the proposed model fits the observed data.

The results from the confirmatory factor analysis (CFA) Table 3 indicate that all constructs exhibit strong reliability and validity. The Cronbach's alpha values for each construct are well above the acceptable threshold of 0.70, with managerial communication, Employee Satisfaction, and Organizational Performance showing values ranging from 0.9371 to 0.9487. These high alpha values suggest that the items within each construct are consistently measuring the same underlying concept. Factor loadings (FL) further support the convergent validity of the constructs, with most items exceeding the 0.70 mark. For instance, managerial communication items exhibit loadings ranging from 0.72 to 0.88, while Employee Satisfaction and Organizational Performance show similarly high loadings. The strong factor loadings indicate that the items effectively capture the intended constructs. Additionally, Average Variance Extracted (AVE) values are likely adequate given the high factor loadings. The square root of AVE support discriminant validity as it exceeds the correlations among constructs. When comparing the square root of AVE to the correlations among constructs, it is crucial that the square root of AVE for each construct is higher than the correlations with other constructs to confirm their distinctiveness as it demonstrated in Table 3 below. In summary, the CFA results affirm that the constructs of Managerial communication, Employee satisfaction, and organizational performance demonstrate strong reliability and validity. They show consistent internal measurement, effectively represent their respective concepts, and are sufficiently distinct from one another. These findings support the strength and appropriateness of the constructs used in this study.

Table 4 CFA FOR STUDY CONSTRUCTS

Construct	Item	Alpha	FL	SFL	AVE	(S/r AVE)	C/construct	S/variance
Managerial communication	MC1	0.9394	0.77	0.52				
	MC2	0.9487	0.86	0.74	0.58	0.76		
	MC3	0.9396	0.72	0.52				
	MC4	0.939	0.72	0.52			0.57	0.32
	MC5	0.9765	0.79	0.62				
	MC6	0.9389	0.88	0.77	0.63	0.79		
	MC7	0.9374	0.8	0.64				
Employee satisfaction	ES1	0.9377	0.71	0.5			0.6	0.36
	ES2	0.9388	0.8	0.64				
	ES3	0.9379	0.8	0.64	0.57	0.75		
	ES4	0.9379	0.72	0.52				
	ES5	0.9385	0.7	0.49			0.7	0.49
	ES6	0.9389	0.72	0.51				
	ES7	0.938	0.76	0.56	0.62	0.79		
	ES8	0.9381	0.83	0.69				
Organizational performance	OP1	0.9375	0.83	0.69			0.72	0.51
	OP2	0.9375	0.88	0.77				
	OP3	0.9371	0.88	0.77				
	OP4	0.9378	0.83	0.69	0.71	0.84		
	OP5	0.9371	0.78	0.61			0.63	0.4
	OP6	0.9397	0.71	0.5				
	OP7	0.9394	0.74	0.55	0.56	0.75		
	OP8	0.9381	0.76	0.58				

**Model goodness of fit:** This study employed several fit indices to evaluate the adequacy of the proposed model in relation to the observed data. The Comparative Fit Index (CFI) was calculated at 0.998, indicating a strong fit between the model and the data. The Root Mean Square Error of Approximation (RMSEA) was found to be 0.018, suggesting acceptable model fit, as values below 0.08 are considered favorable. Additionally, the Tucker-Lewis Index (TLI) was reported at 0.997, further supporting the model's adequacy, while the Standardized Root Mean Square Residual (SRMR) was calculated at 0.028, which is also indicative of a good fit. The coefficient of determination ( $R^2$ ) was an impressive 0.997, demonstrating that the model explains a substantial proportion of the variance in the observed data. Collectively, these indices affirm the model's goodness of fit, highlighting its robustness in capturing the underlying relationships in the data.

Table 5 TEST RESULTS OF THE GOODNESS-OF-FIT FOR CFA MODEL

1	Chi Square	The smaller the better	26.695	Fit
2	CMIN / DF	<5.00	1.13	Fit
3	CFI	0.95	0.998	Fit
4	RMSEA	0.08	0.018	Fit
5	TLI	0.90	0.997	Fit
6	CI	0.50	0	Fit
7	SRMS	0.60	0.028	Fit
8	CD	Close to 1	0.997	Fit

### Structural model

This study used a structural model to assess the relationships between managerial communication, employee satisfaction, and organizational performance. It evaluates both direct and indirect effects, aiming to identify improvement

areas and suggest strategies to enhance smooth communication, boost morale, and drive better performance outcomes.

**Path Analysis and Hypothesis Testing**

The table presents the results of the path analysis for Model 4, including the structural relationships, path coefficients, total effects, p-values, and decisions for each hypothesis tested Hypothesis 1 (H1): There is a structural relationship between Supervisor-Subordinate Communication (SSC) and Employee Engagement (EE). The path coefficient is 0.4907314, indicating a positive relationship between these variables. The total effect is also 0.4907314. The p-value is 0.000, suggesting that the relationship is statistically significant. Therefore, Hypothesis 1 is supported. Hypothesis 2 (H2): There is a structural relationship between Supervisor-Subordinate Communication (SSC) and Organizational Performance (OP). The path coefficient is 0.1259742, indicating a positive relationship. The total effect is 0.5403349. The p-value is 0.004, indicating that the relationship is statistically significant. Therefore, Hypothesis 2 is supported. Hypothesis 3 (H3): There is a structural relationship between Employee Engagement (EE) and Organizational Performance (OP). The path coefficient is 0.8443736, indicating a strong positive relationship. The total effect is also 0.8443736. The p-value is 0.000, indicating a statistically significant relationship. Therefore, Hypothesis 3 is supported. Hypothesis 4 (H4): There is a structural relationship between Supervisor-Subordinate Communication (SSC), Employee Engagement (EE), and Organizational Performance (OP). The path coefficient for the relationship between SSC and EE is 0.4143607. The p-value is 0.000, indicating a statistically significant relationship. Therefore, Hypothesis 4 is supported.

Overall, the results of the analysis provide support for all the hypotheses tested (Hypotheses 1, 2, 3, and 4). This suggests that Supervisor-Subordinate Communication, Employee Engagement, and Organizational Performance are interconnected and have significant relationships.

Table 6 STANDARDIZED PATHWAYS AND EFFECTS

No	Hypothesis	Structural relation	Path coefficients (Standard)	Total effects (Standard)	p value	Decisions
1	H <sub>1</sub>	MC →EE	0.4907314	0.4907314	0	Supported
2	H <sub>2</sub>	MC →OP	0.1259742	0.5403349	0.004	Supported
3	H <sub>3</sub>	ES →OP	0.8443736	0.8443736	0	Supported
4	H <sub>4</sub>	MC →ES →OP	0.4143607		0	Supported

The graph illustrates the relationships among managerial communication (MC), employee satisfaction (ES), and organizational performance (OP). It confirms the findings from the table, showing that managerial communication has a moderate mean score of 3.1 and is significantly related to employee satisfaction, with a positive coefficient of 0.49. This suggests that effective communication can enhance employee satisfaction. Additionally, employee satisfaction also scores 3.1 and has a strong positive relationship with organizational performance, indicated by a coefficient of 0.84. This highlights that higher employee satisfaction is likely to lead to better organizational outcomes. Overall, the graph supports the idea that improving communication practices can boost employee satisfaction, which in turn can enhance organizational performance, affirming the interconnectedness of these elements.

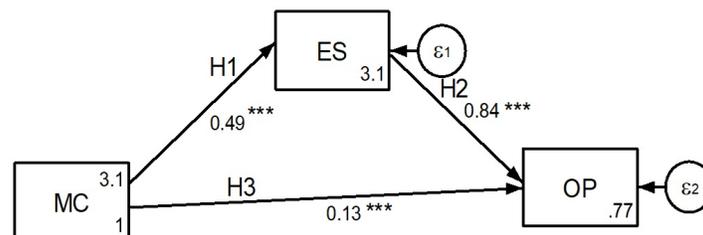


Figure 1 Theoretical Framework

## DISCUSSION OF THE RESULTS

The results from the both quantitative and qualitative data were compiled and discussed. Qualitative data were collected along with quantitative data through open and interview questions. Since the design of the research was cross sectional and concurrent parallel, both quantitative and qualitative data were collected at the same time from field survey.

The analysis of the relationship between Managerial communication and organizational performance demonstrates statistically significant effects on organizational performance. These effects are observed both directly and indirectly through the mediating effects of employee satisfaction. This finding suggests that the quality and effectiveness of managerial communication with subordinates have significant implications for organizational performance. Whether the communication is positive or negative, it influences the performance outcomes of employees and, consequently, the overall performance of the organization. This findings has conformity with the results of (Jefferson, 2025).

The qualitative results obtained from interviews, open-ended questions, and focus group discussions provide further insights into the communication dynamics within Ethiopian education system. Participants highlighted the presence of highly one-directional communication, with a significant emphasis on top-down orders and instructions. According to their perspectives, there is a lack of two-way communication channels that allow for meaningful dialogue and exchange of ideas between supervisors and subordinates. Participants expressed that there is limited room for employee suggestions and input on institutional matters. They described a communication environment where employees are not actively encouraged to voice their opinions or contribute to decision-making processes. This one-way communication approach restricts the flow of information and inhibits the potential for employees to feel empowered and engaged in their work.

The compiled points from respondents answer and considered as major problems related with leadership communication and relationship with staff were listed as supportive reason for their negative responses on such concepts. The issues raised in each institution were summarized, conceptualized and framed as general common problems for all institutions and listed here

Transparency problem, Lack of fairness, inequality and biasness, Lack of integrity, Supremacy of individuals interest over group interest (high interferences from top management, Lack of principle of serving the public interest, Lack of harmony relationships, Poor coordination practices, Lack of employee participation, Absence of enabling working environment, Less (no) attention given for teaching staff Respondents were highly emphasized on about the relationships between supervisors and subordinate. They said “no harmony relationship among position holders and staff”. There is only top dawn communication flow in the form of direction that obligatory performed. As per respondents view no suggestion room or facility for employee involvement in any matter of university whatever knowledge and experience they may have. Evidence from direct statement of one respondent

*“There is no open discussion between top level management and staff members, rather than, boss and servant relationship”* Question was asked to assess employee attitude and perception towards of employee satisfaction level in their respective school. Cumulative and summarized results from qualitative responses of participants show that employee satisfaction level in education sector is somewhat moderate level, even though variability among study institutions were high. For more elaboration, statement of one respondent is as written below

*“Logically, employee satisfaction and organizational performance are positively correlated. Currently, academic staff engagement is medium and its effects reflected through education quality and student competence in business market”*. This low level of employee satisfaction is also reflected in quantitative data results displayed in table 2 which is 2.71 average mean values computed from scale questions. This findings has conformity with the research results of (Guyo, 2023).

## CONCLUSION

The study on the effects of managerial communication on organizational performance through the mediating role of employee job satisfaction in Ethiopian educational institutions highlights significant insights applicable to a broader context. The findings indicate that effective managerial communication is crucial for fostering employee satisfaction, which in turn enhances overall organizational performance. The moderate levels of satisfaction reported by employees underscore the necessity for improved communication strategies within institutions. Moreover, the research reveals that poor communication practices contribute to low employee morale, increased stress, and decreased engagement, ultimately impacting organizational outcomes negatively. The high response rate and diverse participant

demographics further validate the relevance of these findings to similar educational settings and organizations beyond Ethiopia. The study emphasizes the importance of creating open communication channels and fostering a culture of transparency and inclusivity. These elements are vital in empowering employees, allowing them to contribute meaningfully to decision-making processes. By addressing communication challenges and enhancing employee satisfaction, organizations can achieve improved performance and foster a more positive work environment. Overall, the insights gained from this research provide a valuable foundation for developing effective communication strategies that can be generalized to various organizational contexts, ultimately leading to enhanced employee well-being and organizational success.

## **IMPLICATIONS**

The findings from this study on the effects of managerial communication on organizational performance through the mediating role of employee job satisfaction carry significant implications for both theoretical frameworks and practical policy implementation within educational institutions and beyond.

From a theoretical perspective, the study reinforces and expands existing frameworks related to managerial communication and employee satisfaction, particularly in the context of Ethiopian educational institutions. The integration of Herzberg's Motivation-Hygiene Theory, Leader-Member Exchange (LMX) Theory, and Social Information Processing Theory provides a nuanced understanding of how communication dynamics influence employee attitudes and behaviors. This synthesis not only clarifies the direct relationships between managerial communication and employee satisfaction but also elucidates the mediating role of job satisfaction in enhancing organizational performance. Future research can build on this framework to explore additional variables that may interact with or influence these relationships, thereby enriching the academic discourse surrounding organizational behavior and management communication.

Practically, the implications for policy implementation are profound. The study highlights the critical need for educational institutions to develop and adopt comprehensive communication strategies that promote transparency, inclusivity, and two-way dialogue between management and staff. Effective communication practices are essential not only for improving employee morale and satisfaction but also for enhancing overall organizational performance. Policymakers and school administrators should implement training programs aimed at equipping managers with the skills necessary to foster a communicative and supportive work environment. Such training should focus on active listening, constructive feedback, and the creation of open channels for employee input. Moreover, the findings advocate for the establishment of structured feedback mechanisms that allow employees to voice their concerns and suggestions actively. Institutions should consider adopting digital tools and platforms that facilitate real-time communication and engagement, particularly in remote or hybrid work settings. Additionally, the study reveals the necessity for clear articulation of organizational goals and expectations, which can significantly enhance employee understanding and alignment with institutional objectives.

## **LIMITATION AND SUGGESTION FOR FUTURE**

One main problem of this research is that the study only focuses on schools in rural Ethiopia, especially in West Guji. Because of this, the results might not apply to other places or industries. The study uses surveys and interviews where people answer questions. This might cause some answers to be biased because people want to give the answers they think are right or acceptable. Another issue is that the study only looks at one point in time. It does not show how things change over time or how external factors influence results. Long-term studies are needed to see how manager communication and employee satisfaction change and affect performance later on. For future research, it is good to study different sectors and locations. Comparing urban and rural schools could show differences in communication and satisfaction. Using both numbers and interviews can help understand what influences employee perceptions. Studying how digital tools and strategies impact engagement can also be useful. Finally, looking at how company culture and leadership styles affect communication can give useful insights.

## **DECLARATIONS**

### ***Declaration of Generative AI and AI-assisted technologies in the writing process'***

The authors have used the AI technology tool, Poe, for paraphrasing and elaborating on the research ideas and concepts to enhance clarity and ensure proper sentence construction.

**Submission Declaration**

No part of this article has been published elsewhere. It is an original article that has been submitted exclusively to this journal.

**Disclosure of Interest**

No competing conflicts of interest for this article.

**Declaration of Funding**

No funding was received

**Data Availability Statements**

Data for this research is available upon legal request.

**Ethical Approval Statement**

This research study has received ethical approval from the Bule Hora University Institutional Research Review Committee (BHU-IRERC). The approval was granted on July 15, 2025, under approval number BHU/IRERC/029/17. The BHU-IRERC has reviewed and accepted this research, confirming that it adheres to both institutional and national ethical standards.

**Informed Consent**

Informed consent was obtained from both administrators and participants through a structured process. Initially, a formal letter from the department was distributed to the relevant School administrators, which outlined the purpose of the research. Permission to conduct the study was subsequently granted after oral presentations to the directors of all concerned schools during meetings. Once an agreement was reached with the leaders, researcher engaged in face-to-face discussions with all participants to explain the research objectives and the data collection process. Participants were assured that participation was entirely voluntary, and they had the freedom to decline if they wished.

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