

ความสัมพันธ์ระหว่างความพึงพอใจของผู้ปฏิบัติงาน ต่อการสื่อสารกับประสิทธิผลของการสื่อสารภายใน หน่วยงานภาครัฐ

The relationship between employees' communication satisfaction and the effectiveness of internal communication in government agency

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บทคัดย่อ

การศึกษานี้มีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ระหว่างความพึงพอใจในการสื่อสารของพนักงานกับความมีประสิทธิภาพของการสื่อสารภายในในหน่วยงานภาครัฐ โดยสมมติฐานการวิจัยตั้งไว้ว่า ความพึงพอใจในการสื่อสารจะมีความสัมพันธ์เชิงบวกกับความมีประสิทธิภาพของการสื่อสารภายในในหน่วยงานภาครัฐ กลุ่มตัวอย่างในการศึกษานี้ประกอบด้วย เจ้าหน้าที่ของรัฐ จำนวน 322 คน โดยใช้วิธีการสำรวจข้อมูลผ่านแบบสอบถามที่วัดความพึงพอใจในการสื่อสารและประสิทธิภาพของการสื่อสารภายใน การวิเคราะห์ข้อมูลทำได้โดยใช้ค่าสัมประสิทธิ์สหสัมพันธ์แบบเพียร์สัน ผลการศึกษาพบว่า คุณภาพของข้อมูลข่าวสาร เป็นปัจจัยที่มีความสัมพันธ์กับความมีประสิทธิภาพของการสื่อสารภายในหน่วยงานภาครัฐมากที่สุด โดยมีความสัมพันธ์เชิงบวกอย่างมีนัยสำคัญทางสถิติ ($p < 0.01$) ตามด้วยมิติอื่น ๆ ได้แก่ ความพึงพอใจในงาน ประสิทธิภาพของช่องทางการสื่อสาร ความเพียงพอของข้อมูล ประสิทธิภาพของช่องทางการสื่อสาร การสื่อสารกับเพื่อนร่วมงาน และความสามารถในการเสนอแนะ/ปรับปรุง ซึ่งทุกมิติที่ศึกษาแสดงให้เห็นถึงความสัมพันธ์ที่สำคัญกับความมีประสิทธิภาพของการสื่อสารภายใน ผลการศึกษานี้ชี้ให้เห็นถึงความสำคัญของการจัดการคุณภาพข้อมูลข่าวสารให้ชัดเจน ถูกต้อง และมีความเกี่ยวข้องกับพนักงาน ซึ่งจะช่วยเสริมสร้างประสิทธิภาพการทำงานและการสื่อสารภายในหน่วยงานภาครัฐ โดยสามารถนำไปใช้ในการพัฒนานโยบายและกลยุทธ์ในการปรับปรุงการสื่อสารภายในของหน่วยงานภาครัฐต่อไป

คำสำคัญ: ความพึงพอใจในการสื่อสารของพนักงาน การสื่อสารภายใน หน่วยงานภาครัฐ

Abstract

This study aims to investigate the relationship between employees' communication satisfaction and the effectiveness of internal communication within government agency. The hypothesis posits that communication satisfaction is positively related to the effectiveness of internal communication in government agency. The sample consists of 322 government employees, and data was collected using a questionnaire measuring communication satisfaction and internal communication effectiveness. The data was analyzed using Pearson's product-moment correlation coefficients. The results revealed that information quality is the factor most strongly correlated with internal communication effectiveness in government agency, with a significant positive relationship ($p \leq 0.01$). Other dimensions such as job satisfaction, sufficiency of information, suggestion/improvement ability, channel efficiency, and communication with colleagues also showed significant relationships with internal communication effectiveness. These findings highlight the importance of managing the quality of information to ensure it is clear, accurate, and relevant to employees. This can help enhance both work performance and internal communication effectiveness

within government agency. The results can be used to inform the development of policies and strategies to improve internal communication systems in government organizations.

Keywords: Employees' Communication Satisfaction, Internal Communication, Government Agency

Introduction

Effective internal communication is widely regarded as a fundamental element of organizational performance, particularly in the public sector where transparency, coordination, and accountability are indispensable for fulfilling institutional mandates. In government agency, communication enables the flow of policies, instructions, and operational objectives across different administrative levels and supports their accurate interpretation and implementation (Tourish & Robson, 2006). Welch and Jackson (2007) note that the effectiveness of internal communication depends not only on the clarity and timeliness of information but also on its credibility factors that help sustain employee engagement and collaborative work practices. Within the Thai public sector, however, communication is often shaped by formal procedures and hierarchical lines of authority, which can slow the exchange of information and limit flexibility in decision-making (สิทธิพันธ์ พูนเอียด และคณะ, 2566). Understanding how communication operates in this environment is therefore important for enhancing administrative efficiency, strengthening transparency, and promoting public trust.

Communication satisfaction employees' emotional appraisal of how communication is conducted and how well it meets their informational and relational needs also plays a meaningful role in shaping perceptions of the organizational climate. It reflects the extent to which employees feel informed, valued, and heard within their workplace (Clampitt & Downs, 1993). Prior research has shown that high levels of communication satisfaction are associated with stronger organizational identification, a sense of belonging, and lower turnover intentions (Giri & Kumar, 2010). O'Toole and Meier (2004) further argue that in public organizations, communication satisfaction helps reduce conflict among units and supports cooperation in bureaucratic systems where coordination is often challenging. Examining this construct among government employees can thus offer practical insights for developing communication approaches that reinforce organizational effectiveness.

Closely related is the concept of internal communication effectiveness, which concerns the extent to which communication supports shared understanding, teamwork, and goal achievement within an organization (Ruck & Welch, 2012). When communication flows smoothly, it facilitates knowledge sharing, reduces misunderstandings, and improves the quality and speed of decision-making—an especially important consideration in public agency responsible for policy implementation across multiple departments (Men &

Bowen, 2017). Titang (2013) found that effective internal communication can directly enhance strategic performance in public organizations, while Vercic et al. (2021) highlight its broader significance as a foundation for organizational learning and adaptability. In this sense, internal communication functions not only as an operational tool but also as a strategic mechanism that supports long-term capacity building in the public sector.

The present study examines the relationship between communication satisfaction and internal communication effectiveness in governmental organizations. Understanding how these two constructs interact is meaningful both theoretically and practically. Theoretically, the analysis contributes to ongoing discussions about communication dynamics within public administration. Practically, the findings may guide the development of communication strategies that improve employee engagement, coordination of policies, and overall service delivery. Ultimately, this study underscores the importance of fostering communication systems that are not only effective but also fulfilling for employees, thereby strengthening institutional responsiveness within the Thai public sector.

The Objectives of Study

To investigate the relationship between employees' communication satisfaction and internal communication effectiveness in government agency.

Literature Review

Employee Communication Satisfaction

Employee communication satisfaction broadly reflects how employees evaluate the internal communication they encounter in their daily work. For the purposes of this study, the concept is examined through six dimensions that appear frequently across the literature: job satisfaction, sufficiency of information, opportunities for suggestion and improvement, channel efficiency, information quality, and communication with colleagues. Although the dimensions are analytically distinct, prior studies treat them as intertwined aspects of how communication functions as part of employees' everyday organizational experience.

Job satisfaction illustrates this interdependence well. Internal communication not only provides information but also enables employees to understand expectations, coordinate tasks, and feel supported in their roles. Karsikah et al. (2023) show that communication can predict job satisfaction, with motivational processes acting as an intermediary. In this sense, communication contributes to satisfaction because it clarifies work and reduces ambiguity, rather than as an abstract attitudinal construct.

The sufficiency of information dimension speaks to whether employees believe they receive enough relevant and timely information to perform their work. Duangekanong et al. (2018) report that when information flow and content are perceived as appropriate, employees tend to express higher levels of satisfaction and commitment, suggesting that

volume alone is insufficient; adequacy must be judged with respect to work demands and expectations.

Employee communication satisfaction also relates to whether employees are able to offer feedback and participate in communication processes. Research increasingly emphasizes two-way exchanges and horizontal interactions as important communication features. The systematic review by Santos et al. (2023) notes the role of informal, peer-level, and participatory channels in shaping how employees experience their work environment. These channels allow individuals to voice concerns, share improvements, and engage in shaping communication practices rather than merely receiving them.

These studies also highlight the relevance of communication channels themselves. Channel efficiency concerns how well different mechanisms—from meetings and intranet systems to informal conversations—operate in practice. Survey data from Fischer (2024) indicate persistent dissatisfaction with the quality and frequency of internal communication, pointing to broader challenges in aligning channels with organizational needs. Santos et al. (2023) similarly recommend selecting channels that resonate with employees' contexts and tasks, rather than privileging formal mechanisms alone.

Information quality extends these issues by centering accuracy and usefulness. Bhatti and Otamurodov (2025) found that internal communication and information quality predicted outcomes such as satisfaction and commitment, demonstrating that the value employees place on communication relates not merely to the amount of information transmitted but to its reliability and relevance.

The final dimension, communication with colleagues, reflects a growing recognition of horizontal and peer-level communication in promoting positive work environments. Santos et al. (2023) argue that satisfaction with peer communication can shape broader communication experiences, affecting how employees evaluate the organization's communication culture as a whole.

Internal communication effectiveness is examined in this study through three dimensions: clarity, credibility of information, and timeliness and appropriateness. Clarity refers to how easily employees can interpret internal messages; gaps in clarity can leave employees uncertain about organizational priorities. Fischer (2024), for example, reported that fewer than half of surveyed employees believed they fully understood their organization's goals. Credibility concerns whether employees trust information sources and perceive messages as reliable. The same dataset shows notable gaps in trust toward line managers, implying that credibility remains a significant communication challenge. Finally, timeliness and appropriateness deal with the pace and relevance of communication, which Duangekanong et al. (2018) link to perceived communication quality and organizational coordination.

Across the literature, these concepts are not isolated. Empirical studies consistently show that effective internal communication tends to be associated with higher communication satisfaction. ปกรณ์ สายช่างทอง (2565) found communication to enhance job satisfaction through motivational mechanisms, and findings in Thai manufacturing settings suggest that communication quality—both in flow and content—can affect satisfaction and organizational commitment. Fischer (2024) additionally notes that employees reporting higher satisfaction tend to experience greater workplace happiness. Collectively, these studies support the general proposition that internal communication effectiveness shapes communication satisfaction and contributes to broader organizational outcomes, including performance and retention.

Hypothesis: There is positive relationship between communication satisfaction and internal communication effectiveness within governmental organizations.

Methodology

Population and Sample

The population of this study consisted of 1,400 officials from a government agency that had received the Public Sector Excellence Awards (PSEA) in the category of Public Sector Management Quality, Category 1: Organizational Leadership and Social Responsibility. The required sample size was determined using the Krejcie and Morgan (1970, p. 103) sample size table, resulting in 302 participants. To compensate for potential incomplete responses, an additional 11% (20 individuals) was included, yielding a final sample size of 322 respondents. A simple random sampling technique was applied. The researcher assigned sequential numbers to all 1,400 members of the population (from 1 to 1,400). Numbers were then randomly selected, and the individuals corresponding to these numbers were included as participants until the required sample size of 322 was reached.

Research Instrument

Data were collected using a structured questionnaire, which comprised three sections:

- 1) General information including gender, age, educational background, and length of service.
- 2) Internal communication satisfaction covering aspects such as job satisfaction, suggestion/improvement ability, channel efficiency, information quality, communication with colleagues.
- 3) Internal communication effectiveness including clarity, credibility of information, and timeliness & appropriateness.

All items were measured using a five-point rating scale. The internal consistency of the questionnaire was assessed using Cronbach's alpha coefficient, which yielded a reliability score of 0.96, indicating excellent reliability. Content validity was verified by three experts, with an average Index of Item–Objective Congruence (IOC) of 0.94. A pilot test was conducted with 30 respondents prior to the main data collection. Statistical analyses were performed using standard statistical software, and research hypotheses were tested using Pearson's product–moment correlation coefficient.

Data Collection Procedures

The data collection process comprised the following steps: 1) The pilot-tested questionnaire was converted into an online survey using Google Forms. 2) The researcher obtained official permission from the Human Resource Management Division of the participating government agency to distribute the online questionnaire via Google Forms. 3) Returned questionnaires were screened for completeness and accuracy. 4) The verified data were analyzed using appropriate statistical techniques.

This study was conducted in accordance with ethical research principles concerning human participants. Prior to data collection, permission to conduct the study was formally obtained from the relevant government agency. All participants were informed of the research objectives, the voluntary nature of their participation, and their right to withdraw at any time without penalty. Informed consent was obtained from every participant before completing the questionnaire. The confidentiality and anonymity of respondents and the organization were strictly maintained throughout the study, and the collected data were used solely for academic and research purposes.

The Results

Table 1

Mean and Standard Deviation of Employee Communication Satisfaction

Employee communication satisfaction	Mean	Standard Deviation (S.D.)	n
Job satisfaction	3.39	0.79	322
Sufficiency of information	3.35	0.78	322
Suggestion/improvement ability	3.23	0.85	322
Channel efficiency	3.52	0.81	322
Information quality	3.54	0.79	322
Communication with colleagues	3.38	0.90	322
Total	3.41	0.71	

According to Table 1, the mean and standard deviation value of overall employee communication satisfaction was evaluated by employees as moderate impact (Mean = 3.41, S.D. = 0.71). When considering each aspect, it was found that communication satisfaction in terms of information quality had the highest average (Mean = 3.54, S.D. = 0.79), followed by channel efficiency (Mean = 3.52, S.D. = 0.81), job satisfaction (Mean = 3.39, S.D. = 0.79), communication with colleagues (Mean = 3.38, S.D. = 0.90), sufficiency of information (Mean = 3.35, S.D. = 0.78) and suggestion/improvement ability (Mean = 3.23, S.D. = 0.85), respectively.

Table 2*Mean and Standard Deviation of Internal Communication Effectiveness*

Internal communication effectiveness	Mean	Standard Deviation (S.D.)	n
Clarity	3.51	0.74	322
Credibility of Information	3.50	0.83	322
Timeliness & Appropriateness	3.57	0.78	322
Total	3.53	0.71	

Table 2 shows that the mean and standard deviation value of overall internal communication effectiveness had a high average (Mean = 3.53, S.D. = 0.71). When considering each aspect, it was found that timeliness & appropriateness had the highest average (Mean = 3.57, S.D. = 0.78), followed by clarity (Mean = 3.51, S.D. = 0.74), and credibility of Information (Mean = 3.50, S.D. = 0.83), respectively.

Table 3*Pearson's Product-Moment Correlation Analysis of Employee Communication Satisfaction and Internal Communication Effectiveness*

Variables	Clarity	Credibility of information	Timeliness & appropriateness	Internal communication colleagues
Employee communication satisfaction	.780**	.811**	.765**	.835**
Job satisfaction	.701**	.730**	.682**	.727**
Sufficiency of information	.652**	.721**	.667**	.693**
Suggestion/improvement ability	.621**	.685**	.633**	.671**
Channel efficiency	.686**	.742**	.693**	.718**
Information quality	.800**	.846**	.787**	.813**
Communication with colleagues	.661**	.703**	.650**	.682**

**statistically significant at the 0.01 level

Based on Table 3, the results indicate that overall employee communication satisfaction is strongly correlated with internal communication effectiveness in government agency ($r = .835^{**}$, $p \leq 0.01$).

Job satisfaction also demonstrates a strong and statistically significant correlation with internal communication effectiveness ($r = .727^{**}$, $p \leq 0.01$), both at the overall and sub-dimensional levels.

Sufficiency of information shows a strong positive correlation with internal communication effectiveness ($r = .693^{**}$, $p \leq 0.01$) across overall and subscale measures.

The variable suggestion/improvement ability exhibits a strong and statistically significant relationship with internal communication effectiveness ($r = .671^{**}$, $p \leq 0.01$) in both overall and sub-dimensional analyses.

Channel efficiency is strongly correlated with internal communication effectiveness ($r = .718^{**}$, $p \leq 0.01$), consistently across overall and subscale assessments.

Information quality demonstrates a strong positive correlation with internal communication effectiveness ($r = .813^{**}$, $p \leq 0.01$), both overall and within sub-dimensions.

Finally, communication with colleagues is also strongly associated with internal communication effectiveness ($r = .682^{**}$, $p \leq 0.01$), with significance observed in both overall and subscale evaluations.

Conclusion and Discussion

The aim of this study is to examine the relationship between employees' communication satisfaction and the effectiveness of internal communication within a government agency. The hypothesis proposes that job satisfaction, sufficiency of information, suggestion and improvement ability, channel efficiency, information quality, and communication with colleagues constitute key dimensions of communication satisfaction that are positively associated with internal communication effectiveness in the governmental context.

The hypothesis proposed in this study that communication satisfaction is positively related to internal communication effectiveness in government agency is strongly supported by the empirical evidence. Every dimension of communication satisfaction measured in the study correlates positively and significantly with internal communication effectiveness, confirming that improvements in communication satisfaction directly enhance employees' perceptions of how well internal communication functions within governmental contexts. This reinforces the importance of fostering communication satisfaction as a strategic focus for government organizations seeking to improve internal communication quality, employee engagement, and overall organizational effectiveness.

The results underscore the importance of high-quality, accurate, and timely information in government settings, where communication often flows through com-

plex hierarchical systems. Employees' satisfaction with their roles, access to sufficient information, reliable communication channels, supportive peer interactions, and opportunities to express improvement ideas all contribute significantly to more effective internal communication. This study therefore provides empirical support for the hypothesis and reinforces the understanding that communication satisfaction is a critical antecedent of communication effectiveness in public-sector organizations.

Information quality exhibited the strongest relationship with internal communication effectiveness. This highlights the central role of accurate, clear, relevant, and timely information in shaping employees' perceptions of communication effectiveness. High-quality information enables employees to understand organizational goals, make informed decisions, and execute their responsibilities efficiently factors particularly vital in the public sector, where transparency and procedural accuracy are essential. This finding is strongly aligned with prior research. For instance, Downs and Adrian (2004) emphasize that information quality is one of the strongest predictors of communication satisfaction and organizational effectiveness, as employees rely heavily on reliable information to perform tasks and adapt to organizational changes. Similarly, Men (2014) found that clear and credible internal messaging enhances trust, engagement, and perceived communication effectiveness. In government agency where information often flows through complex, hierarchical channels—the importance of high-quality information becomes even more pronounced.

Job satisfaction showed the second-strongest relationship with internal communication effectiveness. This suggests that employees who feel satisfied with their roles are more attentive to, and more positively influenced by, internal communication. Job satisfaction often reflects employees' appraisal of their work environment, autonomy, clarity of expectations, and alignment with organizational values. This is consistent with earlier research by Pincus (1986), who demonstrated that communication satisfaction significantly predicts job satisfaction and consequently enhances employees' evaluations of communication effectiveness. Likewise, Santiago (2020) reported that satisfied employees are more likely to engage in constructive communication behaviors, contributing to more effective communication processes. In government settings, where standardized procedures and high workloads may affect morale, job satisfaction emerges as a crucial factor influencing how communication is received and interpreted.

Channel efficiency was the third-strongest correlate. Efficient communication channels—those that are accessible, appropriate, and responsive—enable smoother information flow and reduce misunderstandings. In government agency, where bureaucratic complexity can hinder speedy communication, the choice and effectiveness of channels (e.g., email, intranet, meetings) significantly shape perceived communication quality. This finding aligns with the work of Daft and Lengel (1986), who proposed Media Richness Theory, stating

that channel appropriateness strongly influences communication effectiveness. Clampitt and Downs (1993) similarly found that employees' satisfaction with communication channels is directly linked to their perceptions of internal communication efficiency, particularly in large bureaucratic organizations.

Sufficiency of information demonstrated a strong correlation with internal communication effectiveness. Employees who receive adequate information—neither too much nor too little—tend to experience greater clarity and confidence in their work. Information sufficiency reduces uncertainty, a particularly important factor in highly regulated government environments. This supports the work of Miller (2005), who noted that information sufficiency is essential for reducing ambiguity and increasing organizational effectiveness. In addition, Thomas et al. (2009) emphasized that adequate information enhances trust and coordination, both key components of effective internal communication.

Communication with colleagues also showed a meaningful relationship with communication effectiveness. Peer communication plays an important complementary role to formal communication channels, as employees often rely on colleagues to clarify policies, share updates, and solve work-related issues. This finding is consistent with social support and network theories. Kassing (1998) and Krackhardt and Hanson (1993) argued that peer communication networks facilitate informal learning, reduce gaps created by hierarchical channels, and enhance overall communication flow. In government organizations, where formal communication may be rigid, the role of peer communication becomes even more critical.

Although it showed the lowest correlation among the dimensions, suggestion/improvement ability still correlated significantly with internal communication effectiveness. The ability of employees to express opinions, raise concerns, or propose improvements reflects the openness of communication processes within the organization. When employees feel heard, they tend to perceive internal communication systems as more responsive and effective. This mirrors the findings of Morrison (2011), who highlighted that employee voice contributes to organizational learning and effectiveness. Additionally, Detert and Burris (2007) found that when organizations encourage upward communication, employees report greater communication satisfaction and engagement. Even though governmental structures may limit participatory communication, this study shows that opportunities for input still meaningfully enhance overall communication effectiveness.

Beyond these associations, recent findings from the current study indicate that all six dimensions of employee communication satisfaction—including job satisfaction, sufficiency of information, suggestion and improvement ability, channel efficiency, information quality, and communication with colleagues—exhibit their strongest relationships with the credibility of information within the broader framework of internal communication effectiveness. This pattern suggests that credibility may represent a central mechanism

through which communication satisfaction translates into perceived communication effectiveness, particularly within public-sector and bureaucratic organizational environments where communication processes are tightly linked to institutional procedures, policy implementation, and hierarchical decision-making.

The emphasis on credibility aligns conceptually with broader discussions of transparency, trust, and legitimacy in public-sector communication. Whereas clarity and timeliness primarily facilitate comprehension and coordinated action, credibility—defined in terms of trustworthiness, consistency, and accuracy—enables employees to rely on internal messages as authentic and legitimate sources of organizational intent. Research summarized earlier reinforces that employees value accurate and relevant information (Bhatti & Otamurodov, 2025) as well as appropriate information flow and content (Duangekanong et al., 2018), both of which are indicative of information credibility. Similarly, the importance of horizontal and peer-level communication (Santos et al., 2023) suggests that credibility functions not only through vertical managerial messaging but also through peer validation and informal verification processes, reinforcing employee confidence in shared information. In public-sector and governmental institutions, credibility may hold heightened importance compared to private-sector contexts. Internal messages frequently involve policy directives, regulatory updates, and long-term strategic initiatives that are often inherently uncertain or politically sensitive. Under such conditions, employees may prioritize trustworthy and transparent information to reduce ambiguity and safeguard accuracy in task execution. Evidence reported by Fischer (2024), in which notable gaps were observed in trust toward managerial sources of information, further underscores credibility as an area of potential vulnerability within organizational communication systems. This aligns with communication theories that regard credible messaging as foundational for employee engagement, satisfaction, and motivation, thereby supporting job satisfaction outcomes highlighted earlier in both (ปกรณ์ สายช่างทอง, 2565; Karsikah et al., 2023).

Theoretically, these insights suggest that credibility may serve as a mediating mechanism linking internal communication satisfaction to broader organizational outcomes such as effectiveness, commitment, and retention. Practically, they indicate that governmental agencies and similar bureaucratic organizations should invest in communication strategies that enhance credibility through consistent, accurate, and transparent messaging; alignment between stated policies and organizational actions; and effective channel selection that promotes both vertical and horizontal information flow. By doing so, organizations may strengthen employees' communication satisfaction while also reinforcing the legitimacy and effectiveness of internal communication systems.

Suggestions

Suggestions represent actionable steps that government agency can take to improve their internal communication systems. By prioritizing the enhancement of information quality, optimizing communication channels, and fostering an environment that encourages feedback and collaboration, agency can not only increase communication satisfaction but also enhance overall organizational performance. In particular, improving Information Quality should be a key focus. As information quality was identified as the most influential factor in communication effectiveness, agency should give priority to ensuring that the information shared with employees is clear, accurate, and relevant. This can be achieved through regular updates, clear guidelines, and easily accessible platforms where employees can quickly access critical information. Furthermore, agency may consider implementing more structured communication channels to minimize confusion and ensure that messages are clear, concise, and actionable.

Future Research

1. As government agency often play critical roles during times of crisis (e.g., natural disasters, public health emergencies), future studies could focus on how communication satisfaction influences employees' ability to respond effectively in high-stress situations. Investigating this in the context of crisis communication would shed light on the importance of maintaining strong internal communication channels under pressure.

2. Another potential avenue for future research is exploring how leadership styles (e.g., transformational, transactional, participative) influence employee satisfaction with internal communication. By linking leadership behaviors with communication outcomes, researchers can identify effective management practices that enhance communication satisfaction and overall organizational performance in the public sector.

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