Pregledni članak

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UTICAJ ZADOVOLJSTVA KOMUNIKACIJOM NA ZADOVOLJSTVO POSLOM - PRIMER ZAPOSLENIH U REPUBLICI SRBIJI

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Komunikacija je jedan od procesa koji se odvija unutar preduzeća. Međutim, zaposleni mogu biti, manje ili više, zadovoljni komunikacijom koja se odvija u njihovoj radnoj sredini. Tako, ukoliko su zaposleni zadovoljni komunikacijom unutar preduzeća, može se očekivati da to izvrši pozitivan uticaj i na zadovoljstvo poslom (ZP) koji obavljaju. ZP zaposlenih može inicirati mnoge druge pozitivne konsekvence u pogledu njihovih stavova i ponašanja. Jedan od načina da se to postigne jeste povećanje zadovoljstva internom komunikacijom. Polazeći od navedenog, predmet ovog rada je ispitivanje odnosa između zadovoljstva komunikacijom (ZK) i ZP, na primeru zaposlenih u preduzećima u Republici Srbiji. Cilj rada bio je da se utvrdi da li između navedenih pojava postoji povezanost. Uzorak su činila 202 zaposlena. Rezultati studije su pokazali da je bivarijantna korelacija između ZK i ZP pozitivna. Uz to, rezultati studije su pokazali da nekoliko dimenzija ZK ima i statistički značajan uticaj na ZP zaposlenih.

Ključne reči: zadovoljstvo komunikacijom, zadovoljstvo poslom, zaposleni, upravljanje ljudskim resursima

JEL Classification: J28, J40, M54

UVOD

Organizacije predstavljaju koalicije različitih eksternih i internih *stakeholder*-a, odnosno, konstituenata. Da bi mogle nesmetano da funkcionišu, neophodno je da vođstvo tih organizacija sa svakim od njih komunicira na adekvatan način. Kada je reč o komunikaciji unutar

samih organizacija, odnosno, o komunikaciji sa internim *stakeholder*-ima (zaposlenima), ona se može realizovati na različite načine. Tačnije, informacije unutar organizacija mogu se prenositi formalnim ili neformalnim kanalima, zatim, verbalno, neverbalno, kao i pisanim putem (Ali & Haide, 2012). Takođe, informacije se mogu kretati od viših hijerarhijskih nivoa ka nižim, od nižih ka višim, kao i u drugim smerovima. Iako interna komunikacija može biti inicirana od strane bilo kog pripadnika organizacije, ona je, prevashodno, odgovornost i obaveza

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menadžmenta koji putem nje treba da osigura da ponašanje, stavovi i performanse zaposlenih budu na liniji ostvarivanja organizacionih ciljeva.

Zaposleni, s druge strane, mogu biti manje ili više zadovoljni komunikacijom koja je odvija u njihovim organizacijama, a kako postoji više aspekata te komunikacije (komunikacija sa nadređenima, komunikacija sa kolegama, itd.), zadovoljstvo njome predstavlja kompoziciju zadovoljstava različitim aspektima i praksama komuniciranja u organizaciji (Crino & White, 1981). Kada se radi o zadovoljstvu komunikacijom sa nadređenima, koja je zaposlenima veoma važna, treba istaći da se ona ne bazira samo na količini informacija koje se saopštavaju zaposlenima, već da zavisi i od njihove sadržajnosti, kao i od svrhe koju imaju. U svemu tome treba imati i „pravu meru“, jer previše informacija može da ima suprotan efekat: umesto da zaposleni budu zadovoljni velikom količinom informacija koje im se dostavljaju, mogu se osećati konfuzno ukoliko nisu u mogućnosti da odvoje neophodne i korisne informacije od nepotrebnih i nekorisnih. Stoga, bitno je da se zaposlenima saopštavaju, pre svega, relevantne informacije, na kontinuiran i pravovremeni način. Osim što komunikacija dovodi do stvaranja poverenja u menadžment, takva komunikacija bi mogla biti prediktor još nekoliko važnih pojava u organizaciji, poput nivoa angažovanja zaposlenih (Jaupi & Llaci, 2015), posvećenosti (zaposlenih) organizaciji (Ammari, Kurdi, Alshurideh, Obeidat, Hussien & Alrowwad, 2017), ispoljavanja organizacionog građanskog ponašanja, percepcije visokog nivoa organizacione pravednosti (Chan & Lai, 2017) itd. Takođe, pokazalo se da zadovoljstvo internom komunikacijom pozitivno utiče i na performanse koje organizacije kao celina ostvaruju (Robson & Tourish, 2005).

Mnoge studije su potvrdile da zadovoljstvo komunikacijom ima pozitivan uticaj na još jedan važan stav prema radu. To je zadovoljstvo poslom zaposlenih. Može se reći da su zadovoljstvo poslom, kao i posvećenost (zaposlenih) organizaciji jedni od najviše istraživanih stavova zaposlenih prema radu. Značaj zadovoljstva poslom proističe iz činjenice da su zaposleni koji veoma zadovoljni svojim poslom spremniji da svojim kompetencijama

doprinesu postizanju organizacionih ciljeva (Kuzey, 2018). Takođe, utvrđeno je da visoko zadovoljstvo zaposlenih poslom može izazvati dodatne pozitivne oblike ponašanja, kao što su organizaciono građansko ponašanje (Hemakumara, Khatibi & Gapar, Md. Johar, 2018), posvećenost (zaposlenih) organizaciji (Djaelani, Sanusi & Trianmanto, 2020), nizak nivo fluktuacije (Huang, Chen, Liu & Zhou, 2017), nizak nivo sagorevanja na poslu (Bauer & Silver, 2018). Imajući u vidu navedeno, od velike važnosti je da se u organizacijama preduzimaju sve moguće mere kako bi se povećao njegov nivo. Posebno područje interne komunikacije nudi mogućnost povećanja zadovoljstva komunikacijom.

U prethodnom periodu, značajan deo literature bio je posvećen, upravo, istraživanju odnosa između zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih. Međutim, u zemljama Zapadnog Balkana, kakva je i Republika Srbija (RS), ovakva vrsta istraživanja je bila prilično retka, posebno kada je reč o empirijskim istraživanjima. Stoga je cilj ovog rada da pronađe odgovore na dva ključna pitanja: da se utvrdi da li se između zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih u RS može uspostaviti veza, što sugerišu istraživanja u inostranstvu; i da li zadovoljstvo komunikacijom zaposlenih u RS pozitivno utiče i na njihovo zadovoljstvo poslom, što impliciraju rezultati istraživanja sprovedenih u inostranstvu.

Polazeći od navedenog, predmet ovog rada je ispitivanje odnosa između zadovoljstva komunikacijom i zadovoljstva poslom na primeru zaposlenih u preduzećima u RS. Svrha njihovog razmatranja jeste da pruži uvid u uticaj koji zadovoljstvo komunikacijom ima na zadovoljstvo poslom u kontekstu zaposlenih u preduzećima u RS. Zbog toga, sprovedeno je kvantitativno istraživanje na osnovu podataka prikupljenih anketom.

Osim uvoda i zaključka, rad sadrži četiri dela. U prvom delu, daje se pregled postojeće literature o konceptima zadovoljstva komunikacijom i zadovoljstva poslom, i ukazuje na međuzavisnost koja postoji između ova dva fenomena, na bazi čega su definisane polazne hipoteze istraživanja. U drugom delu rada, opisana

je metodologija sprovedenog istraživanja, dok su u trećem delu prezentovani rezultati istraživanja i njihova diskusija. Četvrti deo, daje prikaz implikacija koje rezultati istraživanja mogu imati za menadžment ljudskih resursa.

PREGLED LITERATURE

Zadovoljstvo komunikacijom

Komunikacija je proces smislenog i razumljivog prenosa ideja, misli i osećanja između ljudi (Goleman, 1998). Da bi komunikacija bila uspešna, neophodno je da primalac razume značenje poruke i pokaže je kroz očekivane reakcije.

Zaposleni mogu biti manje ili više zadovoljni komunikacijom u organizacijama. Budući da postoje mnogi aspekti interne komunikacije, koji su važni za zaposlene, poput komunikacije sa nadređenima (supervizorima), komunikacije sa kolegama, kvaliteta korišćenih medija za komunikaciju itd, njihovo zadovoljstvo internom komunikacijom sastoji se iz nekoliko segmenata zadovoljstva.

Govoreći o tome da je zadovoljstvo komunikacijom sastav različitih vrsta zadovoljstva, C. W. Downs i M. D. Hazen (1977) koristili su višedimenzionalni pristup za analizu zadovoljstva komunikacijom i posmatrali ga kao kontekst međuljudske, grupne i organizacione komunikacije. D. J. Pincus (1986, 395), dalje, definiše zadovoljstvo komunikacijom kao zadovoljstvo svakog zaposlenog informacijama, informacionim tokovima i odnosima uspostavljenim u organizaciji. Zadovoljstvo komunikacijom, takođe, definisano je kao afektivan osećaj koji je rezultat uspešne komunikacije između zainteresovanih strana u organizaciji (Alam, 2017).

Poslednjih godina, istraživanja se uglavnom koncentrišu na ishode kvaliteta interne komunikacije. Neka od istraživanja bila su usredsređena na efekte interne komunikacije na postizanje organizacionih ciljeva i vrednosti, dok su neka istraživanja bila usmerena na to kako kvalitet interne komunikacije utiče na stavove i ponašanja zaposlenih. Kada je reč o efektima interne komunikacije na organizacione

ciljeve, P. Robson i D. Tourish (2005) tvrde da dostupna literatura implicira da interna komunikacija doprinosi povećanju organizacionih performansi. A. A. S. Alam (2017) je citirao istraživanja koja pokazuju da poboljšanje komunikacije dovodi do više organizacionih koristi, poput zadovoljstva poslom, motivacije, učinka posla, produktivnosti, radnih vrednosti, organizacione klime, stilova rukovođenja, organizacione identifikacije i organizacione posvećenosti. D. Quinn i O. Hargie (2004) priznaju da je dodata vrednost interne komunikacije za organizacionu efikasnost i efektivnost široko prepoznata. Dalje, prema A. Stein-u (2006), postoji snažna korelacija između kvaliteta interne komunikacije i izgradnje dobre organizacione kulture. J. Gray i H. Laidlaw (2002), takođe, istakli su da nivo obrazovanja zaposlenih utiče na očekivanja i zadovoljstvo kvalitetom interne komunikacije, kao i na potrebu za širinom i dubinom informacija.

Kada je reč o efektima interne komunikacije na stavove i ponašanje zaposlenih, takođe, postoji značajan broj istraživanja. Utvrđeno je, na primer, da zadovoljstvo internom komunikacijom pozitivno utiče na angažovanje zaposlenih (Jaupi & Llaci, 2015), organizacionu posvećenost (Ammari *et al*, 2017), organizaciono građansko ponašanje i organizacionu pravdu (Chan & Lai, 2017). Informisanje zaposlenih, takođe, dovodi do povećanog poverenja u menadžment i zadovoljstvo komunikacijom (Hargie, Tourish & Wilson, 2002, 414).

Značajan je deo istraživanja, takođe, pokazao da zadovoljstvo komunikacijom utiče na zadovoljstvo poslom (Pincus, 1986; Downs & Adrian, 2004; Carrie're & Bourkue, 2009).

Zadovoljstvo poslom

S obzirom na to da posao ima značajno mesto u životu većine zaposlenih, prirodno je da bi želeli da njime budu i zadovoljni. Kada je reč o definisanju ovog važnog fenomena, literatura nudi brojna gledišta, čija istorija datira još od 30-ih godina XX-og veka. Naime, R. Hoppock (1935) je izneo gledište da zadovoljstvo poslom predstavlja skup faktora (fizičkih i psiholoških) koji izazivaju osećanje zadovoljstva

(prema, Rahmayanto, Hakim & Rommy, 2019). Međutim, kada se radi o pojmu zadovoljstva poslom, jedan od najviše navođenih autora je E. A. Locke (1976, 1304). Pomenuti autor smatra da je zadovoljstvo poslom „prijatno ili pozitivno emocionalno stanje koje rezultira iz ocene posla ili iskustva koje iz njega proističe“).

U novije vreme, mnogi drugi autori su ponudili svoja gledišta o zadovoljstvu poslom. Jedan od njih je stav S. S. Baloyi-a, C. C. van Waveren-a i K. Y. Chan-a (2014), koji zadovoljstvo poslom definišu kao skup stavova zaposlenih o različitim karakteristikama i aspektima rada, sugerišući da je to višedimenzionalni koncept. O. Tutuncu i M. Kozak (2007) se, na drugoj strani, fokusiraju na očekivanja zaposlenih od posla. S tim u vezi, oni tvrde da je zadovoljstvo poslom povezano sa konsenzusom između aspekata posla i očekivanja zaposlenih od njega, implicirajući da je to potpuno subjektivna pojava.

Zadovoljstvo poslom je važno kako za zaposlene, tako i za organizacije. Brojna istraživanja su pokazala da je zadovoljstvo poslom pozitivno povezano sa inicijativnom zaposlenih, njihovom participacijom, organizacionim građanskim ponašanjem, životnim zadovoljstvom, mentalnim zdravljem i performansama koje ostvaruju, dok je negativno korelirano sa odsustvovanjem i osećanjem pritiska (Judge & Hulin, 1993; u Milana, 2018). Ukratko, zadovoljstvo poslom je povezano sa gotovo svim bitnim aspektima života i rada zaposlenih.

Napred navedeno, ujedno, implicira da je važno poznavati i razumeti faktore koji izazivaju zadovoljstvo poslom zaposlenih ili ga, pak, umanjuju. Njihovo poznavanje omogućuje da se njima lakše upravlja i tako stvaraju preduslovi za postizanje visokih poslovnih rezultata. Kada je reč o faktorima zadovoljstva poslom, jedan od rodonačelnika ove oblasti u literaturi je P. E. Spector (1997), koji veruje da će ishod nagrada koje zaposleni dobijaju, odnosi sa kolegama, pretpostavljenima, kao i priroda posla koji zaposleni obavljaju, biti prikazani njihovim zadovoljstvom poslom. Ovaj autor je na temelju ovakvog gledišta kreirao i najčešće korišćeni upitnik za merenje zadovoljstva poslom. Sličnog mišljenja, u pogledu faktora zadovoljstva poslom, su

i A. Armstrong i S. Taylor (2014). Prema pomenutim autorima, faktori zadovoljstva poslom mogu se posmatrati na tri nivoa (Armstrong & Taylor, 2014; prema, Alromaihi, Aslhomaly & George, 2017). Prvi nivo su intrisistički faktori (povezani su sa sadržajem posla). Drugi nivo je kvalitet supervizije (utiče na stavove zaposlenih). Treći nivo je uspeh, odnosno, neuspeh u njegovom obavljanju. Prema ovoj perspektivi, zaposleni koji su uspešni u izvršavanju radnih zadataka biće zadovoljni poslom koji obavljaju, dok oni koji to nisu, prirodno neće biti ni zadovoljni njime.

Jedan od faktora, koji ima veliki potencijal da utiče na zadovoljstvo poslom, i prouzrokuje sve pozitivne konsekvence koje iz tog zadovoljstva proističu, jeste i zadovoljstvo komunikacijom. Stoga ovaj faktor, zaslužuje posebnu pažnju.

Međuzavisnost zadovoljstva komunikacijom u organizaciji i zadovoljstva poslom

Prvo istraživanje koje je povezalo dve promenljive, zadovoljstvo komunikacijom i zadovoljstvo poslom, bilo je povezano sa Herbergom i šezdesetim godinama XX-og veka (Carrie're & Bourque, 2009). Međutim, ova tema je bila interesantna i autorima u kasnim 70-im godina XX-og veka, koji su se fokusirali na istraživanje odnosa između komunikacije sa nadređenima i zadovoljstva poslom (Carrie're & Bourque, 2009). Tokom kasnijeg perioda, autori su počeli da se bave istraživanjem uticaja i drugih vidova komunikacije na zadovoljstvo poslom. Naime, C. W. Downs i M. D. Hazen (1977) identifikovali su osam dimenzija zadovoljstva komunikacijom: komunikaciona klima, komunikacija nadređenog, organizaciona integracija, kvalitet medija, horizontalna neformalna komunikacija (komunikacija sa kolegama), opšta organizaciona perspektiva (korporativne informacije), komunikacija sa podređenima i povratne informacije personalu. Tako, na primer, D. J. Pincus (1986), otkrio je da visoki nivoi zadovoljstva komunikacijom mogu biti povezani sa visokim nivoom zadovoljstva poslom. Preciznije, u studiji koju je sproveo pomenuti autor, utvrđeno je da komunikacija sa nadređenim, radno okruženje i povratne informacije najviše doprinose

snažnoj vezi između zadovoljstva komunikacijom i zadovoljstva poslom (Pincus, 1986).

Razna istraživanja nedavno su pojasnila da pozitivno percipirane prakse interne komunikacije pozitivno utiču na zadovoljstvo poslom zaposlenih. Stoga je jedan od primera efikasne komunikacione prakse povratna informacija i komunikaciona klima, koji su se pojavili kao usko povezani faktori sa zadovoljstvom poslom (Downs & Adrian, 2004). Dalje, H. Tseng (2006) je identifikovao pozitivnu vezu između nekoliko promenljivih, kao što su zadovoljstvo komunikacijom, s jedne strane, i zadovoljstvo poslom, zaradom, napredovanjem i odnosima sa nadređenima, s druge strane. J. Carrie're i Ch. Bourque (2009) su istraživali odnos između internih komunikacionih praksi, zadovoljstva komunikacijom, zadovoljstva poslom i posvećenosti (zaposlenih) organizaciji. Njihovo istraživanje je, na odgovarajući način, potvrdilo da običaji koji se poštuju tokom komunikacije na poslu određuju i nivo zadovoljstva poslom i organizacionu posvećenost.

Iako su navedene studije sprovedene u razvijenim zemljama, verujemo da je odnos između zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih, koji je utvrđen u tim zemljama, prisutan i kada je reč zaposlenima u preduzećima u RS. Stoga, sledeće hipoteze će biti testirane u istraživanju:

- H1: Postoji jaka pozitivna korelacija između svih dimenzija zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih u preduzećima u Republici Srbiji.
- H2: Dimenzije zadovoljstva komunikacijom utiču na zadovoljstvo poslom zaposlenih u preduzećima u Republici Srbiji.

METODOLOGIJA ISTRAŽIVANJA

Uzorak i procedura. Za sprovođenje ove vrste istraživanja zaposleni su odgovarajuća populacija. Zbog toga je tokom decembra 2019, u istraživanje bilo uključeno 202 učesnika. Ispitanici su bili zaposlena lica iz jugoistočne RS. Kako je Region Južne i Istočne Srbije najnerazvijeniji region u RS i karakteriše ga

visoka stopa nezaposlenosti, polazne pretpostavke istraživanja autora, postavljene uopštavanjem zaključaka prethodnih istraživanja o vezi između zadovoljstva komunikacijom i zadovoljstva poslom, ne moraju biti potvrđene na primeru datog uzorka. S druge strane, ukoliko se dokažu polazne hipoteze, izvođenje zaključaka je moguće za celu teritoriju RS. Samim tim, kreiran je stratifikovani uzorak zaposlenih iz Jugoistočne Srbije. Za prikupljanje podataka, korišćene su papirna i elektronska verzija upitnika u vidu Gugl forme (*Google forms*), koje su ispitanici sami popunjavali na osnovu instrukcija datih na početku upitnika. Zahvaljujući distribuciji upitnika u preduzećima u Južnoj Srbiji, ukupno je ostvarena stopa odgovora od 80,8%. Obavezna pitanja i anonimnost tokom popunjavanja upitnika bili su značajni faktori angažovanja učesnika.

Istraživačke varijable i instrumenti. Upitnik koji je korišćen u istraživanju sastojao se iz pitanja kojima se meri zadovoljstvo komunikacijom i zadovoljstvo poslom zaposlenih. Takođe, on je uključivao i pitanja kojima se prikupljaju informacije o demografskim karakteristikama ispitanika.

Kako bi se izmerilo zadovoljstvo komunikacijom zaposlenog, u istraživanju je korišćen široko prihvaćen Upitnik o zadovoljstvu komunikacijom (*Communication Satisfaction Questionnaire - CSQ*) preuzet od autora C. W. Downs i M. D. Hazen (1977). Ovaj multidimenzionalni upitnik dizajniran je u cilju ocene stavova zaposlenih o osam dimenzija zadovoljstva komunikacijom, kao što su: komunikaciona klima, komunikacija nadređenog, organizaciona integracija, kvalitet medija, horizontalna neformalna komunikacija (komunikacija sa kolegama), opšta organizaciona perspektiva (korporativne informacije), komunikacija sa podređenima i povratne informacije personalu. On se sastoji od 40 pitanja. Opcije odgovora na sva pitanja merene su na sedmostepenoj Likertovoj skali, od veoma nezadovoljan/na (1) do veoma zadovoljan/na (7). Na Likertovoj skali, vrednost 4 znači da ispitanik ima neutralan stav o komunikaciji, vrednosti manje od 4 znače ukupno ili delimično nezadovoljstvo i veće od 4 delimično ili ukupno zadovoljstvo komunikacijom. Pet pitanja u upitniku namenjeno je menadžerima, kako bi se izmerila komunikacija

sa podređenima. U istraživanju nije bilo zaposlenih na menadžerskim pozicijama i samim tim ispitanici su odgovarali na 35 pitanja. Test pouzdanosti sa tačkom preseka za Kronbahovu alfu veću od 0,6 (Griethuijsen, Eijck, Haste, Brok, Skinner, Mansour *et al*, 2014), pokazao je da je pouzdanost svih dimenzija zadovoljstva komunikacijom bila iznad praga (Tabela 1). Pouzdanost merne skale za komunikaciju nadređenog, izražena vrednošću Kronbahove alfe 0,849, dobijena je isključivanjem jedne stavke iz analize: „Nivo do koga su glasine aktivne u našoj organizaciji“. Ukupna pouzdanost upitnika bila je 0,958, što ukazuje na vrlo visoku pouzdanost merne skale.

Za merenje zadovoljstva poslom zaposlenih usvojena je kratka forma Minnesota upitnika od dvadeset pitanja (*Minnesota Satisfaction Questionnaire - MSQ*) (Weiss, Dawis, England & Lofquist, 1967). U ovom delu istraživanja primenjena je Likertova skala od pet tačaka (1 - veoma nezadovoljan/na, 5 - veoma zadovoljan/na). Jedan od primera pitanja je: „Prilika da radim posao za druge ljude“. Na Likertovoj skali vrednost 3 ukazuje na neutralan stav prema zadovoljstvu poslom, gde vrednosti veće od 3 ukazuju na zadovoljstvo poslom, a niže od 3 nezadovoljstvo poslom. Analiza pouzdanosti pokazala je visoku vrednost Kronbah alfa koeficijenta za ukupno zadovoljstvo poslom (Tabela 1).

Analize i procedure. Koristeći IBM program SPSS verzije 26, prvo je sprovedena deskriptivna analiza izračunavanjem minimalnih, maksimalnih, srednjih i vrednosti standardnih odstupanja za dimenzije zadovoljstva komunikacijom i zadovoljstvo poslom. Drugo, pouzdanost instrumenata procenjena je izračunavanjem vrednosti Kronbahove alfe, gde vrednosti veće od 0,6 ispunjavaju uslov za prihvatanje (Hair, Black, Babin & Anderson, 2019). Treće, snaga povezanosti između dimenzija zadovoljstva komunikacijom i zadovoljstva poslom ispitana je u korelacionoj analizi, kao preduslov za upotrebu regresione analize. Konačno, za predviđanje uticaja nezavisnih promenljivih na zavisnu promenljivu korišćena je analiza višestruke linearne regresije. Kao tačka preseka značajnosti rezultata, primenjena je vrednost $p < .05$.

REZULTATI ISTRAŽIVANJA I DISKUSIJA

Karakteristike uzorka. Da bi se pružio uvid u strukturu dobijenog uzorka, potrebno je analizirati njegove demografske karakteristike. Uzorak je obuhvatio pretežno žene (63,4%), dok su muškarci činili 36,6%. U pogledu starosti, radnog iskustva i obrazovanja, uzorak ispitanika ima heterogen sastav. Skoro polovina učesnika (44,6%) imala je između 30 i 39 godina starosti. Slično tome, 40,6% je bilo starosti od 20 do 29 godina, dok je samo 8,9% bilo u grupi ljudi 40-49 godina i 5,9% u grupi starijih od 50 godina. Verovatno, povezano sa starosnom raspodelom uzorka, ispitanici su, uglavnom, imali radno iskustvo manje od deset godina (83,2%). Pored toga, 9,9% ispitanika imalo je 11-20 godina radnog iskustva, 5,9% između 21-30 godina i 1% između 31-40 godina. Nivo obrazovanja ispitanika je bio različit, konkretno: 12,9% je imalo srednju školu, 38,6% fakultetsku diplomu, 41,6% master i 6,9% doktorat.

Deskriptivna analiza (Tabela 1) pruža rezultate kako su učesnici rangirali svoje izjave o zadovoljstvu komunikacijom i poslom. Takođe, ovi podaci su testirani da li ispunjavaju uslove za normalno distribuirane podatke pre sprovođenja korelacione i regresione analize i pretpostavka normalnosti je ispunjena.

Tabela 1 ilustruje da se vrednosti dimenzija zadovoljstva komunikacijom kreću od 1 (minimum) do 7 (maksimum). Sve srednje vrednosti dimenzija zadovoljstva komunikacijom veće su od 4, što ukazuje da su zaposleni relativno zadovoljni sa svih sedam dimenzija komunikacije u svojim organizacijama. Posebno su učesnici u proseku najzadovoljniji komunikacijom nadređenog (sred. vr. = 4,9282, st. dev = 1,2643). Stoga su nadređeni označeni kao ljudi koji obraćaju pažnju na ono što zaposleni kažu i kao vodiči akcija za rešavanje problema. Dalje, ukupno zadovoljstvo komunikacijom od 4,7620 (st. dev = 1,1224) ukazuje na relativno zadovoljstvo zaposlenih komunikacijom.

Srednja vrednost zadovoljstva poslom istraživanog uzorka je 3,7079 (st. dev = 0,7158), što se posmatra kao delimično zadovoljstvo zaposlenih karakteristikama vezanim za posao.

Da bi se testirala hipoteza H1, korišćene su međusobne korelacije za ispitivanje povezanosti između dimenzija zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih. Korelacija između ukupnog zadovoljstva komunikacijom i zadovoljstva poslom je pozitivna i jaka ($r = 0,791$, $p < 0,01$). Rezultati koji podržavaju prvu hipotezu prezentovani su u Tabeli 2.

Korelaciona analiza otkrila je da postoji značajan pozitivan i jak odnos između svih dimenzija zadovoljstva komunikacijom i zadovoljstva poslom, što je potvrdilo prvu hipotezu. Drugim rečima, rezultati ukazuju da će se, ako se poveća nivo svake dimenzije zadovoljstva komunikacijom, nivo zadovoljstva poslom povećati u skladu s tim i obrnuto. Tabela 2, takođe, ukazuje da se najveća vrednost

koeficijenta korelacije beleži između zadovoljstva komunikacijom supervizora i zadovoljstva poslom ispitanika, što je i pozitivno i statistički značajno ($r = 0,766$, $p < 0,01$).

Sugerišući da visoki koeficijenti korelacije ukazuju na veću prediktivnu tačnost nezavisnih promenljivih, hipoteza H2 testirana je sprovođenjem višestruke linearne regresione analize, gde su dimenzije zadovoljstva komunikacijom nezavisne, a promenljiva zadovoljstvo poslom zavisna varijabla.

Tabela 3 pokazuje da R-vrednost od 0,832 i njen R-kvadrat od 0,678 ukazuju na to da komponente zadovoljstva komunikacijom objašnjavaju 67,8% varijabiliteta zadovoljstva poslom ispitanika.

Tabela 1 Minimalna, maksimalna, srednja vrednost, standardna devijacija i pouzdanost istraživačkih varijabli

Variable	Minimum	Maksimum	Srednja vrednost	St. devijacija	Kronbahova alfa
Organizaciona integracija	1,00	7,00	4,8020	1,26349	0,891
Povratne informacije personalu	1,00	7,00	4,6198	1,13576	0,854
Korporativne informacije	1,00	7,00	4,5941	1,21039	0,830
Komunikaciona klima	1,00	7,00	4,6871	1,42205	0,931
Komunikacija sa podređenima	1,00	7,00	4,9282	1,26439	0,849
Kvalitet medija	1,00	7,00	4,9208	1,21092	0,886
Komunikacija kolega	1,00	7,00	4,7822	1,26840	0,892
Zadovoljstvo komunikacijom	1,00	7,00	4,7620	1,12241	0,958
Zadovoljstvo poslom	1,00	5,00	3,7079	,71580	0,949

Izvor: Autori

Tabela 2 Korelacija između dimenzija zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih

Varijable	1	2	3	4	5	6	7	8
1. Organizaciona integracija	1							
2. Povratne informacije personalu	,822**	1						
3. Korporativne informacije	,720**	,773**	1					
4. Komunikaciona klima	,697**	,699**	,817**	1				
5. Komunikacija nadređenog	,688**	,668**	,702**	,867**	1			
6. Kvalitet medija	,728**	,652**	,707**	,866**	,876**	1		
7. Komunikacija kolega	,779**	,745**	,754**	,829**	,834**	,864**	1	
8. Zadovoljstvo poslom	,709**	,716**	,647**	,718**	,766**	,712**	,687**	1

**Korelacija je značajna na nivou 0,01 (2-tailed).

Izvor: Autori

Postignuto je uklapanje modela između dimenzija zadovoljstva komunikacijom kao nezavisnih varijabli i zadovoljstva poslom kao zavisne varijable ($F = 58,322$, $p < 0,05$). Prema trećem delu Tabele 3, regresioni koeficijenti za dimenzije zadovoljstva komunikacijom koji su statistički značajni su sledeći: organizaciona integracija ($\beta = ,115$, $p < 0,05$), povratne informacije personalu ($\beta = ,187$, $p < 0,05$), komunikacija nadređenog ($\beta = ,278$, $p < 0,05$) i komunikacija kolega ($\beta = -,112$, $p < 0,05$). Najveći beta koeficijent među sva četiri koeficijenta ima komunikacija nadređenog. Što se tiče stepena uspeha supervizora u razumevanju mišljenja zaposlenih o problemima na radnom mestu, zaposleni će biti zadovoljniji svojim poslom ako je taj stepen visok. Takođe, ako su zaposleni zadovoljni informacijama o radnom okruženju i kako se ocenjuju njihovi učinci, zadovoljstvo poslom će se povećati. Uprkos pozitivnom uticaju tri dimenzije zadovoljstva komunikacijom, komunikacija saradnika negativno utiče na zadovoljstvo poslom. Ovo otkriće moglo bi se smatrati pozitivnim u smislu da ako ne postoji neformalna komunikacija između kolega, neće biti obmanjujućih informacija koje bi mogle dovesti do nezadovoljstva zaposlenih poslom.

Na kraju, regresiona jednačina za zadovoljstvo poslom može se napisati na sledeći način:

$$\text{Zadovoljstvo poslom} = 1,167 + 0,115 (\text{organizaciona integracija}) + 0,187 (\text{povratne informacije personalu}) - 0,020 (\text{korporativna informacije}) + 0,037 (\text{komunikaciona klima}) + 0,278 (\text{komunikacija nadređenog}) + 0,043 (\text{kvalitet medija}) - 0,112 (\text{komunikacija kolega}) \quad (1)$$

Kao što je prethodno rečeno, samo četiri regresiona koeficijenta su statistički značajna, dok tri nisu (korporativne informacije, komunikaciona klima i kvalitet medija). Na osnovu prethodno prikazanih rezultata, hipoteza H2 je delimično potvrđena.

Da bi se dao odgovor na pitanje o multikolinearnosti, važno je sagledati kolone Tabele 3 koje pokazuju vrednosti VIF i tolerancije. Iako su postojali visoki koeficijenti korelacije između nezavisnih promenljivih, vrednosti tolerancije i VIF testovi su u granicama prihvatljivosti - $VIF < 10$ i $Tolerance > 0,1$ (Field, 2018).

Rezultati istraživanja dovode do uporedivih zaključaka sa drugim studijama koje su istraživale

Tabela 3 Rezultati višestruke regresione analize

Nezavisne varijable	Zavisna varijabla - Zadovoljstvo poslom			
	β	Sig.	Tolerance	VIF
(Constant)	1,167	,000		
Organizaciona integracija	,115	,000	,247	4,041
Povratne informacije personalu	,187	,014	,243	4,107
Korporativne informacije	-,020	,000	,244	4,106
Komunikaciona klima	,037	,683	,139	7,191
Komunikacija nadređenog	,278	,501	,175	5,712
Kvalitet medija	,043	,000	,146	6,830
Komunikacija kolega	-,112	,493	,175	5,708
R	,832			
R ²	,678			
Adjusted R ²	,666			
ΔR^2	,678***			
F	58,322***			
Broj opservacija	202			

Napomena: *** $p < 0,001$

Izvor: Autori

zadovoljstvo komunikacijom i poslom uopšte i vezu između oblika zadovoljstva komunikacijom i zadovoljstva poslom. S obzirom na te studije, rezultati P. Vermeir-a, C. Downs-a, S. Degroote-a, D. Vandijck-a, E. Tobback-a, L. Delesie-a, A. Mariman-a, M. Deveugele-a, R. Verhaeghe-a, B. Cambré-a i D. Vogelaers-a (2018) slični su rezultatima ovog rada. Na nivou značajnosti $p < 0,01$, oni su došli do zaključka da sve dimenzije zadovoljstva komunikacijom bolničkih sestara su značajno korelisane njihovim zadovoljstvom poslom. Suprotno našim rezultatima jake korelacije između promenljivih, koeficijenti korelacije u njihovim istraživanjima imali su srednje jak efekat, što ukazuje na umereno jaku vezu između ovih promenljivih. Pored toga, istraživanje G. Doleman-a (2017) otkrilo je snažnu pozitivnu vezu šest dimenzija zadovoljstva komunikacijom (Organizaciona integracija, Korporativna perspektiva, Odnos supervizora, Komunikaciona klima, Horizontalna komunikacija i Kvalitet medija) i zadovoljstva poslom ($p < 0,01$) pedijatrijskih sestara. Nalazi ovog rada pružaju specifičan pogled na pozitivan odnos između svih nezavisnih i zavisnih promenljivih, kao i istraživanje L. D. Ramirez-a (2012) o zaposlenima i studentima u univerzitetskim prehrambenim uslugama.

Značaj istraživanja o uticaju dimenzija zadovoljstva komunikacijom na zadovoljstvo poslom zaposlenih, posmatra se kroz činjenicu da nema puno takvih istraživanja. U jednom od njih, zadovoljstvo poslom posmatra se kao medijatorna varijabla između zadovoljstva komunikacijom i organizacione posvećenosti istraživača u oblasti poljoprivrede (Oso, Adebayo & George, 2017). Rezultati su pokazali da samo komunikacija najvišeg rukovodstva utiče na zadovoljstvo poslom, što znači da top menadžment koji komunicira sa zaposlenima i vrednuje njihov stav o viziji, misiji i ciljevima kompanije, pozitivno utiče na zadovoljstvo poslom. Takođe, G. Doleman (2017) je utvrdio da su na zadovoljstvo poslom sestara značajno uticali kvalitet medija i komunikaciona klima, praćeni odnosom supervizora. U obe vrste istraživanja, u ovom radu i u istraživanju G. Doleman-a (2017), pronađena je komunikacija nadređenog kao značajna promenljiva koja utiče na zadovoljstvo poslom. To dalje znači da će zaposleni, kada su zadovoljni

razmenjenim informacijama nadređenog i kada postoji komunikacija u oba pravca, biti zadovoljniji svojim poslom.

Retke studije sprovedene u RS po ovom pitanju pokazuju da su zaposleni zadovoljni nekim aspektima komunikacije u organizacijama. Na primer, u nekim studijama je utvrđeno da komunikacija supervizora moderira odnos između osobina ličnosti i dimenzija zadovoljstva poslom zaposlenih (Hadžić, Majstorović i Nedeljković, 2009). Dalje, M. Nikolić, J. Vukonjanski, M. Nedeljković, O. Hadžić i E. Terek (2013), u svom istraživanju zasnovanom na podacima 256 menadžera srednjeg nivoa koji rade u 131 preduzeća u RS utvrdili su da su dimenzije zadovoljstva internom komunikacijom pozitivno povezane sa dimenzijama zadovoljstva poslom. U istraživanju koje su sproveli M. Nedeljković Knezević, M. Mijatov i S. Nedeljković (2019), dimenzije ličnosti bile su značajno povezane sa dimenzijama zadovoljstva komunikacijom 119 zaposlenih u RS.

IMPLIKACIJE ZA MENADŽMENT LJUDSKIH RESURSA

Na osnovu prikazanih rezultata, a kako bi se doprinelo povećanju nivoa zadovoljstva komunikacijom i zadovoljstva poslom zaposlenih, mogle bi se dati preporuke za upravljanje ljudskim resursima, bar za menadžere ljudskih resursa u organizacijama koje su bile uključene u istraživanje. Neke od najvažnijih su sledeće:

- *Održavanje veze sa zaposlenima upotrebom kanala komunikacije.* Da bi zaposleni bili zadovoljni poslom koji obavljaju, bitno je da komunikacija sa nadređenima bude otvorena i iskrena. Prvi korak u postizanju takve komunikacije jeste uspostavljanje i, kasnije, održavanje adekvatnih kanala komunikacije između njih i nadređenih (Doleman, 2017). Kroz formalne kanale komunikacije treba prenositi sve zvanične informacije i instrukcije, dok je neformalna komunikacija rezervisana da zadovolji relacione potrebe zaposlenih (razumevanje, podrška, saveti).

Međutim, neformalna komunikacija se može koristiti i za prenošenje zvaničnih informacija, ukoliko formalni kanali iz nekog razloga nisu bili dovoljni da obezbede odgovarajuću reakciju zaposlenih, ili je došlo do nekog prekida u prenosu informacija (Kandlousi, Ali & Abdollahi, 2010). Svi kanali, bilo formalni, bilo neformalni, treba da omoguće prenos informacija u oba smera: od menadžmenta ka zaposlenima i obrnuto (Zangaro, 2001). Osim tradicionalnih metoda komunikacije (poput razgovora ili e-pošte), komunikacija se može značajno obogatiti korišćenjem i drugih opcija poput „otvorenih vrata“, „otvorenih knjiga“ „e-knjige“ itd.

- *Pružanje povratnih informacija o radu zaposlenih.* Rezultati istraživanja su pokazali da pružanje povratnih informacija o performansama koje zaposleni ostvaruju predstavljaju značajan faktor zadovoljstva poslom zaposlenih u RS. Iz tog razloga, zaposleni treba da budu pravovremeno upoznati sa tim koji aspekti njihovog rada će biti predmet ocene, zatim, koji metodi ocenjivanja će biti korišćeni, kakva je dinamika ocenjivanja itd.
- *Pružanje informacija o poslovanju i funkcionisanju preduzeća.* Ova grupa informacija ima za cilj povećanje organizacione integracije zaposlenih, što se, takođe, pokazalo kao značajan prediktor zadovoljstva poslom zaposlenih. Stoga, u nastojanju da se poveća zadovoljstvo poslom zaposlenih, treba im prenositi sve bitne informacije koje se tiču njihovog neposrednog radnog okruženja, zatim, kakvi su poslovni planovi, kakvi rezultati koji se od njih očekuju, pa čak i novosti koje se tiču njihovih kolega i drugih zaposlenih (Doleman, 2017).
- *Unapređenje komuniciranja sa kolegama.* Istraživanje dokazuje da je komunikacija sa kolegama faktor koji može predvideti zadovoljstvo poslom zaposlenih, ali ima negativan predznak. Takva situacija se može okarakterisati kao problematična, sa aspekta razvoja timskog duha i kooperativnosti u radnoj sredini. Imajući u vidu takve situacije, G. Doleman (2017) sugerise da se lateralna komunikacija može unaprediti različitim *team-*

building praksama (kao što su radionice, zajedničke ekskurzije itd). Takođe, dizajniranje radnih zadataka, koji podrazumevaju saradnju između zaposlenih različitih departmana, može doprineti povećanju razumevanja, saradnje i tolerantnosti među zaposlenima (Awad & Alhashemi, 2012).

ZAKLJUČAK

Ovaj rad je za svoj predmet istraživanja imao dve važne pojave koje su vezane za zaposlene, a to su zadovoljstvo komunikacijom i zadovoljstvo poslom. Obe pojave, posmatrane zasebno, utiču na mnoge druge pojave i ishode u radnoj sredini. Međutim, one mogu da budu i međusobno povezane tako da jedna na drugu utiču i da, zatim, indirektno utiču i na druge pojave. Oba ova razloga su dovoljna da opravdaju veliko interesovanje teoretičara za ove teme, ali i za dalja i dublja istraživanja prirode njihovog odnosa. To je, ujedno, bio i jedan od razloga opredeljenja za ovu temu, kao i za sprovođenje empirijskog istraživanja na uzorku zaposlenih u preduzećima u Republici Srbiji.

Sprovedeno istraživanje je, najpre, pokazalo da su zaposleni u RS, generalno, zadovoljni kako komunikacijom unutar preduzeća, tako i poslom koji obavljaju, imajući u vidu da prosečne ocene zadovoljstva komunikacijom i poslom, na skali od 1 do 5, iznose 4,7, odnosno 3,7 respektivno.

Takođe, rezultati istraživanja potvrđuju da postoji pozitivan odnos između ove dve promenljive. Dalje, rezultati ukazuju da se pitanje odnosa između komunikacije i zadovoljstva poslom može rešiti i sprovođenjem regresione analize.

Istovremeno, rezultati studije su pokazali da većina dimenzija zadovoljstva komunikacijom ima statistički značajan uticaj na zadovoljstvo poslom (regresiona analiza je pokazala da dimenzije zadovoljstva komunikacijom značajno utiču na zadovoljstvo poslom, objašnjavajući 67,8% varijabiliteta zadovoljstva poslom). Istraživanje je, dalje, pokazalo da se prema značajnosti uticaja pojedinih dimenzija zadovoljstva komunikacijom na zadovoljstvo poslom, iste mogu rangirati na sledeći način: najveći uticaj

ima zadovoljstvo komunikacijom sa nadređenima, zatim, pružanje povratnih informacija, potom organizaciona integracija i, konačno, komunikacija sa kolegama. Međutim, za razliku od drugih dimenzija komuniciranja, komunikacija sa kolegama je imala negativan uticaj na zadovoljstvo poslom. Stoga su i proistekle određene preporuke kako da se poboljša komunikacija sa njima. Autori, takođe, predlažu i mere kako da se pozitivan uticaj pojedinih aspekata komunikacije u preduzeću još više pojača.

Ovaj rad, međutim, nije bez ograničenja. Ona su, pre svega, vezana za veličinu uzorka, kao i za činjenicu da su socio-demografske varijable učesnika istraživanja veoma različite. Stoga, da bi rezultati istraživanja mogli da se generalizuju, buduća istraživanja ove teme trebaju biti usmerena ka uključenju većeg broja ispitanika, čije će frekvencije između grupa biti slične. Takođe, sugeriše se da može biti korisno istražiti odnos zadovoljstva komunikacijom i zadovoljstva poslom sa drugim stavovima prema radu, kao što je, na primer, posvećenost (zaposlenih) organizaciji. Ipak, uprkos ograničenjima, rad pruža određeni doprinos obogaćivanju domaće literature iz predmetne oblasti, s obzirom da obrađena tema nije bila u nekoj većoj meri predmet istraživanja, naročito empirijskih. Takođe, izvestan doprinos rada ogleda se i u predloženim merama za unapređenje menadžmenta ljudskih resursa u domenu povećanja zadovoljstva komunikacijom zaposlenih, kako bi se, dalje, pozitivno uticalo i na njihovo zadovoljstvo poslom.

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

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

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

JEL Classification: J28, J40, M54

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

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INTRODUCTION

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

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

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

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

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

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

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

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

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

LITERATURE REVIEW

Communication satisfaction

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

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

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

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

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

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

Job satisfaction

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

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

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

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

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

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

Hypotheses Development

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

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

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

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

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

RESEARCH METHODOLOGY

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

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

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

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

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

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

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

THE FINDINGS OF THE STUDY AND DISCUSSION

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

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

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

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

Source: Authors

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

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

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

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

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

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

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

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

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

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

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

Source: Authors

Table 3 The results of the multiple regression analysis

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

Note: *** $p < 0,001$

Source: Authors

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

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

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

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

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

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

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

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

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

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

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

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

IMPLICATIONS FOR HUMAN RESOURCE MANAGEMENT

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

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

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

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

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

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

CONCLUSION

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

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

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

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

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

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

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