

# Level of Internal Communication and Employees' Satisfaction at Technical and Vocational Training Corporation in Saudi Arabia

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This study investigates the effect of effective internal communication and high levels of job satisfaction among employees. The Saudi Technical and Vocational Training Corporation's employees were given a questionnaire to fill out to collect quantitative data for the organization. A total of 160 individuals responded to the questionnaires that were distributed. A questionnaire comprising 31 items and a five-point Likert scale was used by the authors to collect data on the demographics of the employees, the dependent variable, and the independent variable. It was discovered that the level of internal communication among employees has positive evaluation toward the policy of Technical and Vocational Training Corporation. Employees at Technical and Vocational Training Corporation were satisfied with work-sitting, as well as supervisors support. These findings are significant because they shed new light on the factors that shape future employees. Consequently, they make a substantial contribution to the body of literature on the Technical and Vocational Training Corporation, particularly in the setting of Saudi Arabia. This study adds a practical component to the effort that policymakers are exerting to identify potential employees and develop them into successful ones.

**Keywords:** *Communication, Employees, Vocational Training, Job Satisfaction, Saudi Arabia*

## **Introduction**

Internal communication has been related to employees' wellbeing and organizational success (Chmielecki, 2015; Santiago, 2020; Tankovic et al., 2021). The main aim of internal communication is to strengthen good employee relationship within an organization, to establish trust and provide timely and reliable information across the organization, leading to general motivation and job satisfaction (Angawati & Kurniawati, 2022; Chmielecki, 2015). The concept has been considered as a multidimensional construct (Santiago, 2020) because it integrates diverse area of human resource management, communication and marketing. For example, Frank and Brown (1989, page 5-6) observed it as "the communication transactions between individuals and or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs and to coordinate day-to-day activities" internal communication refers to the communication flow among people within the boundaries of organizations (Mazzei, 2010), including all types of formal and informal communications happening within at all organizational levels (Kalla, 2005). Internal communication has been researched many times due to its significance. Numerous studies have examined the concept in relation to other variables. Internal communication is the type of communication that generally occurs within the organization for the purpose of employees and organization progress and development.

In human resource literature, job satisfaction has been addressed one of most significant topics, which is an important factor of organizational advancement (Walker 2017). It is considered a vital organizational investment on employees' well-being that enhance work efficiency, organizational competitive advantages, employees' effectiveness, and lower intention to leave (Zaharie, Kerekes, and Osoian 2018). Singh and Das (2013) addressed that satisfaction comprises three main components namely are 'contentment with work settings, satisfaction with supervisor assistance, and satisfaction with advancement opportunities'.

## **Empirical Literature Review**

For the purpose of the present study, number of studies examined a relationship between internal communication and employee job satisfaction. For example, Ocean and Bibi (2018) examined the role of internal communication in enhancing the Algerian National Institutions and were conducted on Desert Chambers at Ein Mulaila City. This study asserted the importance of internal communication in enhancing organizational performance and making organizational operations easier; that the majority of the study sample reported a moderate, but adequate, level of knowledge about the concept of communication and its meaning; and that the communication process attracted the attention of the institution. The study also determined that communication facilitated the completion of tasks and duties and created a warm organizational climate, which assisted in achieving the organizational objectives. Finally, formal communication was a major factor in enhancing organizational effectiveness.

Al Zahra (2015) investigated the role of internal communication in achieving job satisfaction among employees at Algerian Communication Company in an attempt to identify the

significant effect of internal communication on employees' job satisfaction levels. Another objective of the study was to analyze the dimensions of effective communication and its impact on strengthening social relations between employees and heads of departments. The study's results indicated that the role of internal communication in achieving job satisfaction among employees at Algerian Communication Company in an attempt to identify the significant effect of internal communication on employees' job satisfaction levels. Another objective of the study was to analyze the dimensions of effective communication and its impact on strengthening social relations between employees and department heads. The results of the study indicated that 94% of the total participants agreed that providing special consideration to internal communication is a major factor for organizational success. Furthermore, 82% of the participants indicated that the organization seeks to create an atmosphere of mutual understanding and closeness among employees by adopting a vertical communication style as a means for building job satisfaction and organizational loyalty among employees. Additionally, internal communication was able to strengthen bonds between employees and department heads, thus promoting organizational productivity. Finally, the study concluded that internal communication played an important role in changing employees' attitudes and behaviors, which contributed to enhancing their work performance.

Another study by Boughajan and Bou Henna (2017) examined the effect of internal communication on job satisfaction among employees at the Department of Civil Protection affiliated to Mohammad Al Sadiq University in Algeria. Another objective of the study was to investigate the importance of internal communication for the organization. The results indicated that oral communication tools are the most influential communication tools for promoting job satisfaction and that oral communication was a major contributor to the success of the communication process in the organization. A variety of internal communication styles helped in developing work activities, thus promoting job satisfaction among employees.

The current study is consistent with previous studies, as it attempts to shed light on the level of effective internal communication and its advantages on employees' job satisfaction. This study defines the independent variable, which is internal communication.

The study benefited from previous studies in developing the problem of the study, questions, and the selection of the study methodology, in addition to discussing the results and recommendations.

### **Problem of the Study**

Communication plays an integral part in facilitating daily life activities. It is the main tool for sharing and transferring information to others. One notices the enormous advancement and progress in the different fields nowadays, accompanied by the information explosion, eliminating geographical boundaries between countries. Consequently, there was a drastic change in the way individuals communicate and their desire to increase their skills and abilities, which were able to help them achieve their potential.

Communication is designed according to the organizational hierarchical structure to facilitate knowledge of the procedures employed for communication and information and data sharing and transfer between departments in the organization. Therefore, the main focus of the current study was on internal communication inside organizations and its role in mediating the relationship between heads of departments and followers who are to be informed about the organizational policies, regulations, information and knowledge sharing and transfer, as well as how to easily access them and the need to inform followers about the organizational decisions and changes occurring within the organization affecting the business interests and objectives (Abbas, 2008).

Successful organizations are those that pay special attention to their human capital and take advantage of the potential they have in an attempt to achieve a high level of job satisfaction. This can be achieved by encouraging employees to show their best performance, and this is what makes their satisfaction a pivotal element in the achievement of the best organizational performance. Several studies (e.g., Al Taiey, 2009; Al Abdullah, 2006) reported that job satisfaction is a significant indicator of organizational commitment and loyalty, two important organizational variables predicting higher personal and organizational performance levels. This study attempts to determine the effect of internal communication on work success at Technical and Vocational Training Corporation in order to be a role model for its counterparts in the same sector. This is achieved by trying to answer the main question: "What is the effect of internal communication on employees' job satisfaction at the Technical and Vocational Training Corporation? From this main question, the following questions emerge:

- What is the internal communication level at the Technical and Vocational Training Corporation?
- What is employees' job satisfaction level at the Technical and Vocational Training Corporation?

### **Significance of the Study**

The significance of this study is twofold. In thermometric terms, the study sheds light on the effect of internal communication on employees' job satisfaction at the personal level and then determines its role in achieving organizational success, while focusing on the role of internal communication in developing social relations within the organization and strengthening them. The study also provides special consideration to the importance of engaging employees in the decision-making process. The study highlights the significance of making employees fully informed about the organizational plans using internal communication channels and how the organizational structure facilitates the smooth and easy transfer of information and data. The study is an attempt to identify to what extent employees are influenced by the communication process by connecting this process with the organizational structure. The latter-as known-is key for organizational success; a combination of efforts between departments and employees to facilitate the business flow.

In the significance of the study emerges from the fact that it helps the various departments in the different organizations realize the positive role of internal communication as one of the key variables in promoting job satisfaction among employees. Human resource departments can also benefit from the results of this study to develop training and career development programs able to address the shortcomings in the internal communication channels of organizations operating in many sectors, wherein they can work on increasing job satisfaction. This study will suggest some recommendations for top and middle management to make use of in the future to create a safe and intimate organizational climate where open communication is prevalent and this will have positive effects on employees' job satisfaction.

### **Objectives of the Study**

The study aims to fulfill several objectives. First, the study seeks to identify the role of internal communication in achieving high levels of employees' job satisfaction and improving social relations among them. Second, the study attempts to determine the implementation level of internal communication by management and its role in the organization. Third, the role of internal communication and its influence on the formulation of organizational structure are examined. Fourth, the study tried to determine the most prevalent obstacles hindering the effective employment of internal communication as one of the tools for increasing job satisfaction among employees. Finally, the study is an attempt to define the most effective internal communication strategies contributing to achieving employees' job satisfaction and address this organizational variable as one of the most important strategies to achieve job satisfaction.

### **Definition of Terms**

**Internal Communication:** A process dependent on opinion sharing among a team of employees formed to fulfill a specific goal (Al Dasouqi, 2004).

**Job satisfaction:** A state manifested in the form of organizational commitment and desire to be an effective participant in the workplace and in the passion to achieve one's career objectives to develop organizational performance (Al Zahra', 2015).

**Organization:** A workplace wherein teams of various skills and qualities are formed within a defined structural hierarchy comprising human and material resources divided into social units supervised by individuals monitoring the flow of work (Mahmoud, 2004).

### **Methods**

In this section, the researchers detail the experimental part of the study to achieve the study objective. Consequently, this section specifies the study design and presents a description of the population and sample of the study along with their characteristic features. Furthermore, this section describes the development of the study instrument as the main tool for data collection, as well as its validity and reliability indicators. Finally, the procedures of the study

are presented in addition to detailing the statistical analysis procedures employed in the data analysis process.

### **Design of the Study**

To achieve the objective of the study, the researchers used a descriptive survey approach. This design focuses on the examination of the phenomenon as being in the environment and describes it in detail. This process has a quantitative aspect since it describes the phenomenon in detail; quantitatively by assigning numbers and figures to the phenomenon at hand, clarifying its level and how it is related to the other phenomena in the same environment.

### **Population and Sample of the Study**

The population of the study includes all employees working at the Technical and Vocational Training Corporation in the academic year 1443/1444 Hijri. The number of these employees was (1120) male and female employees. The number of employees was obtained from the corporation administration after all formal permission letters were applied. The sample for the study consisted of 160 employees selected from the corporation using a stratified random sampling procedure. They were asked to complete the questionnaire administered to them.

### **Limitations of the Study**

The study sample was confined to employees working at the Technical and Vocational Training Corporation, KSA in the academic year 1443/1444 Hijri. This means that the results cannot be generalized to other populations. Furthermore, the study variables were limited to the internal communication effect on employees' job satisfaction. Finally, the psychometric properties (validity and reliability) of the study instrument may limit the generalization of the results.

### **Instruments of the Study**

The researchers developed two questionnaires for data collection. The first questionnaire assessed the role of internal communication, while the second measured the employees' job satisfaction. The two questionnaires were developed after a comprehensive review of related literature and previous studies (e.g., Ocean & Bobby, 2018; Al Zahra, 2015). The researchers checked that the questionnaire was suitable for the targeted sample. The instruments were divided into two sections: The first section collected demographic information, while the second section contained items measuring the targeted variable. A five-point Likert scale was employed for scoring the items.

### **Validity**

Face validity for the instrument was obtained using a panel of six experts in management and human resources at Hail University. The experts were provided with the instruments and were asked to provide remarks about the wording of each item, language clarity of items, and the belonging of each item to the domain comprising the total scale. An agreement of (80%) was set to be the standard for making any modifications to the item. Thus, face validity was checked

by these experts and the modifications were made. As for construct validity, the questionnaires were administered to a pilot sample of fifteen (15) employees from the same study population, but outside of the original sample. Using Pearson coefficients, correlation coefficients between the item and the domain and between the domain and the whole instrument were calculated.

### **Reliability**

The reliability of the questionnaire was checked by calculating Cronbach's alpha. The total reliability coefficient for the first questionnaire was 0.864, while it was 0.844 for the second questionnaire. These values are high, which indicates high reliability coefficients for the two domains.

### **Statistical Analysis**

For data analysis, frequencies, percentages, and mean scores were used to analyze the demographic information of the sample. Cronbach's alpha and Pearson correlation coefficients were used to test the validity of the questionnaires. Cronbach's alpha was calculated to check the reliability of the questionnaires.

### **Results and Discussion**

The design and procedures of the field study were presented, and this included the instrument of the study, validity, and reliability. Data analysis using SPSS was also provided in this section. The following is a description of the statistical analysis procedure adopted in the study to answer its questions.

#### **First: Demographic Information**

For demographic information analysis, frequencies, and percentages were used as presented in table (1).

**Table (1): Distribution of Study Sample Based on Demographic Information**

Variable		Frequency	%
Gender	Male	138	86,3
	Female	22	13,7
Age	18- 30	21	13,1
	31-40	76	47,5
	41-50	33	20,6
	51-60	30	18,8
Educational level	Less than high school	1	0,6
	Community college	19	11,9
	BA	84	52,5
	MA	52	32,5
	PhD	4	2,5
Position	Training team member	123	76,9
	Administrator	37	23,1
Experience in the Corporation	Less than 5 years	49	30,6
	6-10	26	16,2
	11-20	44	27,5
	21-30	41	25,7
<b>Total</b>		<b>160</b>	<b>100</b>

Table 1 shows that the majority of the study sample was male (86.3%), while females represented 13.7% of the total sample. This indicates that most employees at the Technical and Vocational Training Corporation are male.

Table (1) shows that the prevalent age group among employees sampled in this study is 31–40, followed by the 41–50 age group. This means that the company is searching for young people with initiative, an entrepreneurial spirit, and a good education to come up with new ideas.

As for the academic level, Table 1 shows that more than half of the study sample hold a BA degree (52%), followed by those holding an MA degree (32.5%). This may be attributed to the reluctant attempts by the corporation to attract highly qualified employees in its quest to improve the quality of services it provides to the targeted population. The company depends heavily on employees with higher education degrees who are smart and skilled.

With respect to positions in the corporation and in accordance to the nature of the services provided by the corporation, most of the study sample were trainers. Given that the corporation offers training programs, it stands to reason that the majority of the sample comprised trainers.

This shows how important it is that the company hires people with the right training experience to ensure that the results of the training programs fulfill the goals of the company.

As for experience in the corporation, Table (1) shows that (30.6%) of the study sample falls into this category (less than five years). This may be a negative indicator that employees in the corporation do not have high levels of job satisfaction. This means that the company needs to do what it takes to keep its employees for longer periods of time, which means that employees need to be happy with their jobs and loyal to the company.

## Second: Answering Questions of the Study

### First question: What is internal communication level at Technical and Vocational Training Corporation?

**Table (2): Frequencies and percentages of internal communication level**

	Item	Strongly disagreed	Disagreed	Indifferent	Agree	Strongest agree
1	I get the information easily to help complete my work tasks.	8.1	12.5	15.0	47.5	16.9
2	The direct supervisor's decisions and letters are clear and make it easy to do the work that needs to be done.	5.0	10.0	12.5	49.4	23.1
3	Heretical syllabic structure in the organization is the standard for administrative communication among employees.	6.9	9.4	22.5	40.6	20.6
4	Inquiries by employees reach their direct supervisor, and this increases morale.	5.6	8.1	16.3	43.1	26.9
5	Direct supervisor with high communication skills to help adapt to his decisions.	3.8	6.3	6.3	43.8	40.0
6	Easy access to information helps in working easily.	2.5	6.3	9.4	35.6	46.3
7	Periodical meetings are held among managers and with the departments to discuss work issues.	11.3	8.1	21.9	41.9	16.9
8	There are obstacles hindering communication with direct managers.	20.0	43.1	15.6	14.4	6.9
9	Modern technologies are used to facilitate work flow.	3.1	5.6	6.3	58.8	26.3
10	Knowledge transfer between organizational departments and sections is not adequate.	9.4	23.8	28.8	20.6	17.5

11	Low understanding of the interchanged messages between supervisors and employees is low.	12.5	31.9	23.1	23.8	8.8
12	The organization has many ways for people to talk to each other and get the information and make the decisions they need.	8.1	12.5	14.4	50.6	14.4
13	Through formal organizational communication channels, employees are kept up to date on changes at work.	6.3	12.5	10.6	51.3	19.4
14	Through formal organizational communication channels, employees are kept up to date on changes at work.	6.3	12.5	10.6	51.3	19.4
15	Organizational policy states that information and decisions are limited to supervisors and publicly announced and clarified	7.5	31.9	17.5	25.6	17.5
16	The organization encourages informal communication after work hours and outdoor meetings.	13.8	22.5	31.3	26.3	6.3
17	Informal modern-technology communication tools are faster than conventional ones.	1.9	6.3	10.0	51.3	30.6
18	Verbal communication (e.g., meetings, interviews, phone calls) is faster and more accurate.	5.6	16.3	31.3	35.6	11.3
19	The information supervisors give isn't enough to show professional performance, which makes informal communication more likely.	5.6	27.5	26.3	23.1	17.5
20	Indoors, communication achieves closeness and understanding between employees and supervisors, and this promotes informal communication	3.8	9.4	24.4	52.5	10.0
21	Informal communication between managers, supervisors, and employees makes sure that the right	3.8	15.6	31.9	40.6	8.1

	information is available at the right time and is correct. This helps people make the right decisions.					
22	Information and decisions are known to employees via informal communication channels, and this does not fulfill employees' needs	5.6	30.0	25.0	23.8	15.6

Item (1) stating: "I get the information easily to help complete my work tasks" reported an agreement degree of 47.54%. It was obvious to the researchers that most of the Technical and Vocational Training Corporation had clear information and a well-structured cycle of communication channels, thus enabling them to be informed about the new decisions and updates in the organization. This indicates that the internal communication level in the corporation is high.

Item (2) states: "The decisions and letters of the direct supervisor are clear and help complete the required work efficiently." The agreement percentage was 49%, which shows that most of the corporation's personnel do not have difficulties communicating with supervisors. Few of the people in the study sample stated they had trouble communicating, which may be due to personal problems.

Item (3) stating: "Heretical serial structure in the organization is the standard for administrative communication among employees" reported an agreement level of (40.6%) of the total sample. The employees agree with the creation of an administrative cycle allowing the development of open communication channels. Thus, the communication process in the company is given extra attention, which leads to high-quality results.

Table (2), item (4) states: "Inquiries by employees reach direct supervisor and this increases morale" reported an agreement degree of 43.1%, which means that employees think that their supervisors encourage and motivate them by providing them with the chance to communicate within the corporation effectively. Also, this item shows good feedback because employees' questions are answered, which shows an ongoing feedback process.

As for item (5) stating: "Direct supervisor's high communication skills help in adapting to his decisions," it shows that (43.8%) of the total sample reported that their direct supervisors have effective communication skills and this allows them to adapt to their decisions effectively. Moreover, 6.2% of the sample were indifferent in their responses to this item. Lastly, 40% of the employees who were polled are extremely sure that their bosses are good at communicating.

In item (6), stating: "Easy access to information helps in working easily", it was clear to the researchers that easy access to information helps employees in completing their work duties and responsibilities since (46.3%) of the total sample strongly agreed with this item. This indicates that clarity in the communication process promotes the employees' individual

performance and the organization's effectiveness. This led to the corporation enjoying a distinguished organizational reputation. By contrast, only 2.5% of the sample strongly disagrees with this item.

In item 7, which says, "Managers and departments meet periodically to talk about work issues," it can be observed that 41.9% of respondents think that management always held regular meetings to hear the employees' opinions, ideas, and attitudes and encourage them to make any development suggestions they thought would help the organization work better.

Item (8) stating: "There are obstacles hindering communicating with direct managers" had a strongly disagreement frequency of (43.1%). Respondents to this item observe that communication channels in the corporation are always open and that a positive flow of messages between employees and their supervisors exist.

Table (2), item (9) stating: "Modern technologies are used to facilitate work flow" had a strong agreement percentage of (58.7%) and this emphasizes the importance of modern technologies in facilitating the teams' management, holding meetings, in addition to guiding the communication process in the corporation. This significantly contributed to the high level of organizational excellence seen in the corporation. Only 2% of people strongly disagreed with this point, which may be because they did not know much about computers.

It was clear to the researchers in Table (2) that item (10) stating: "Knowledge transfer between organizational departments and sections is not adequate" showed that most of the responses to this item were "indifferent". Some of the respondents (28.7%) think that the organization does not transfer knowledge to the various departments in the company well enough, but others (23.8%) disagree.

The aforementioned table shows that item (11), stating: "Understanding the interchanged messages between supervisors and employees is low," that those opposing this item were 81.9%, while this confirms the positive flow of information in the corporation. Respondents for this item who strongly agree were 8.8%, which shows that there is plenty of communication occurring inside the company.

Item 12 says, "The organization has different communication channels that make it easy for people to get the information and make the decisions they need." It was clear that most employees (50.6% of them) stated there were multiple communication channels, which was a huge part of how smoothly work got done.

"Employees are well informed about changes at work through formal organizational communication channels," said item 13. Respondents agreed with this statement 51.3% of the time, which means that most employees are well-informed and are aware of new decisions and changes in the company, while 5.6% disagreed.

As for item 14, which says, "Employees are well informed about changes at work through formal organizational communication channels," Table (2) shows that 51.8% of respondents

stated they had sufficient information about changes at work and that this helped them improve their professional performance and made them happier with the company.

It was also clear to the researchers from item (15) stating: "Organizational policy states that information and decisions are limited to supervisors and publicly announced and clarified." Some (31.9%) of the respondents disagreed with this statement, as they think that information and decision announcements are not limited to managers and supervisors.

In response to item 16, which said, "The organization encourages informal communication after work hours and outdoor meetings," 26.2% of the respondents agreed that the corporation encourages informal communication and that this has increased organizational loyalty, which is good for organizational effectiveness.

Concerning item 17, which says, "Informal modern technology communication tools are faster than traditional ones," 51.2% of the respondents stated, "They make it easy to get decisions and updates, whereas formal methods take a long time."

In item (18) stating: "Vocal communication (e.g., meetings, interviews, phone calls) is faster and more accurate," it can be seen that (35.6%) of respondents agree with this item while only (5.6%) disagree with it.

In table (2), item (19) states: "Information presented by supervisors is insufficient to present professional performance, and this encourages informal communication." Some (27.5%) of the people who answered said that they gained the right amount of information and that this helps them do their jobs better.

As for item 20, which says, "Indoor communication brings employees and supervisors closer together and helps them understand each other, which encourages informal communication," most (52.5%) of the respondents agreed that indoor communication helps build strong and cohesive work teams in the company.

In item (21) stating: "Informal communication between managers, supervisors, and employees ensures accurate, on-time access to information for making the right decisions," it was noted that some (40.6%) of the respondents agreed with this item as they think that this helps them understand the work in hand and complete it before the deadline. By contrast, 15.6% of the respondents disagreed with this item, and this may be due to the fact that they leave all work duties behind when they leave the corporation.

Finally, item (22) states: "Information and decisions are known to employees via informal communication channels, and this does not fulfill employees' needs." Some (30%) of the people who agreed with this point because they know that informal communication helps employees achieve their goals by using modern technology tools, while formal communication channels make it harder for employees to achieve their goals.

**Second Question: What is the level of job satisfaction in Technical and Vocational Training Corporation?**

Table (3): Frequency and percentages for job satisfaction level (n = 9)

#	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I'm updated with all the latest developments in the organization.	8.1	11.9	20.0	48.1	11.9
2	I feel comfortable and belong to the company.	8.8	3.8	15.6	43.8	28.1
3	The instructions I receive contribute to achieving the best results at work.	5.6	11.3	16.3	48.1	18.8
4	The information I receive matches the tasks I work on.	8.8	12.5	16.3	51.9	10.6
5	I am able to express my opinions freely without any fear of my direct manager.	11.9	8.1	9.4	46.3	24.4
6	Communication channels that contribute to the completion of work satisfactory	6.3	7.5	16.9	52.5	16.9
7	Participating in decision-making increases my desire to work.	3.1	3.1	8.8	54.4	30.6
8	The means of communication available help in motivating me to innovate and work effectively.	3.8	6.3	14.4	56.9	18.8
9	The official means of communication in the organization meet my needs.	8.1	16.3	19.4	40.6	15.6

With regard to item 1, which said, "I'm up-to-date on all the latest changes in the organization," the researchers found that 48.1% of the sample agreed that being informed of changes on a

regular basis made them feel more confident, helped them do their jobs correctly, and gained them a high-performance review, which made them feel more satisfied with their jobs.

In relation to item (2) stating: "I feel comfortable and belong to the company," a number of the employees working in the organization agreed on this (43.8%). This could be because of the employee's good communication skills, which led to a higher level of performance and because the employee felt like he was a part of the success.

The employees working in the corporation agreed on item (3), stating: "The instructions I receive contribute to achieving the best results at work" with 48.1%, as they confirmed that instructions provided by the organization contributed to work significantly with no fault or difficulty in understanding what is to be achieved. This shows a planned organization according to well-developed plans and strategies.

Moreover, Table (3) shows that in relation to item (4), stating: "The information I receive matches the tasks I work on," some (51.8%) of the people in the study sample agreed that the information is useful for work tasks and that it only applies to work. This helped people stay on schedule and finish their work on time, wherein the organization's plans for procedures could be put into action.

In item (5), stating: "Able to express my opinion freely without any fear of my direct manager." Some (46.3%) of the respondents confirmed being able to express their opinions comfortably without any fear or hesitation, and without any restrictions. This is due to the carefully considered intercom, while 52.5% of the study sample agreed with item (6), "Communication channels that help get work done satisfactorily," this means that the chosen communication channels helped them get work done with good results that met their goals.

Additionally, the researchers noted from the aforementioned table that item (7) stating: "Participating in decision making increases my desire to work" received an approval rate of 54.4%, as the study sample affirmed their participation in the work decisions, and this increased their desire to provide better performance and seek all that can help the organization succeed. This also developed their sense of how important each employee is and that their opinion is heard and delivered, which is one of the most important sources of trust.

Regarding item 8, "Available means of communication help me to be creative and work well," it can be said that means of communication contributed to creativity in work.

In the last question (9), "The official ways of communicating in the organization meet my needs," 40.6% of the study sample agreed that the ways of communicating fulfill the needs of employees when it comes to making a decision, asking for a promotion, or giving out a high-quality certificate.



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## **Conclusion**

The current study was able to explore the level of internal communication and the employee satisfaction level felt by workers in the Technical and Vocational Corporation of Saudi Arabia. The Technical and Vocational Corporation of Saudi Arabia provided the data that was used in this study. The importance of the study cannot be overstated in terms of its value to the body of information as well as the policy recommendations that will be given to management and policymakers to boost employee work satisfaction.

The conclusions that are most important, which show that internal communication is an important variable that determines employee work performance, serve as the foundation for the recommendations.

## **Recommendations**

In spite of the positive results of the study, there are still some questions that need answering. It is possible that future studies will fill in some crucial gaps. For instance, the incorporation of an intervening variable could be considered to ascertain the actual effect of the anticipated link in a subsequent study. The opinions of employees should be taken into account, and it should be clarified that they are important to the organization. Creating a strong communication network within the organization to encourage employees' loyalty to the company. Engaging employees in the decision-making process. Providing personnel with the chance to express their opinions to encourage and motivate them.

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