

Organizational Communication and Job Satisfaction of The Local Government Units in Bohol

Rechel D. Antigua-Bubuli

Bohol Island State University-Main Campus

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ABSTRACT: This study investigates the influence of organizational communication on job satisfaction among Local Government Unit (LGU) employees in Bohol, Philippines. A quantitative research design was employed using stratified random sampling, resulting in 335 valid respondents. Data were collected through standardized instruments: The Communication Satisfaction Questionnaire (Down & Hazen, 1977; adapted by Cuevas-Rañada, 2020) and the Job Satisfaction Survey (Spector, 1994). Descriptive statistics, chi-square tests, and Spearman correlation were used for analysis. Findings revealed that LGU employees were predominantly middle-aged, female, and rank-and-file workers, with varying lengths of service across municipalities. Employees reported high satisfaction in interpersonal communication and moderately high satisfaction with supervision, coworker relationships, and the nature of work. However, concerns emerged regarding organizational-level communication, operating conditions, promotion, and contingent rewards. Statistical tests confirmed a moderate positive correlation ($r = 0.398, p < 0.01$) between communication and job satisfaction, while municipality and district significantly influenced perceptions of communication and satisfaction. The study concludes that effective organizational communication is a key determinant of employee satisfaction, consistent with Herzberg's TwoFactor Theory, Self-Determination Theory, and the Communication Satisfaction Questionnaire framework. Policy recommendations emphasize strengthening structured communication, aligning career development with PRIME-HRM, improving workplace conditions, and implementing context-specific employee engagement programs.

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INTRODUCTION

This study investigates the influence of organizational communication on job satisfaction among Local Government Unit (LGU) employees in Bohol, Philippines, and examines its implications within the framework of the Sustainable Development Goals (SDGs). Effective communication is vital to workplace well-being, productivity, and employee engagement, particularly in the public sector where bureaucratic processes and service delivery directly affect community development.

Organizational communication, defined as the process of exchanging information, ideas, and messages within an organization, significantly shapes relationships between employees, teams, and management (Pincus, 1986). It fosters transparency, trust, and collaboration, thereby enhancing employee engagement and job satisfaction. Conversely, poor communication often leads to misunderstandings, low morale, and a lack of organizational direction.

The relationship between communication and job satisfaction is supported by several theoretical frameworks. Herzberg's Two-Factor Theory (1966) explains that communication functions both as a hygiene factor (reducing dissatisfaction when it is clear and transparent) and as a motivator (enhancing satisfaction when it enables recognition and growth). Similarly, the Communication Satisfaction Questionnaire (CSQ) framework by Down and Hazen (1977) identifies multiple dimensions—such as interpersonal, group, and organizational communication—that directly affect employee attitudes toward their work. Additionally,

SelfDetermination Theory (Deci & Ryan, 2000) emphasizes that communication practices which provide autonomy, competence, and relatedness foster higher levels of intrinsic motivation and job satisfaction.

Job satisfaction itself encompasses employees' overall evaluation of their work experiences, including pay, promotion, supervision, relationships, and working conditions (Spector, 1997). For LGU employees, satisfaction is influenced not only by tangible rewards but also by the clarity, accuracy, and responsiveness of communication channels regarding organizational policies, benefits, and changes.

Recent reports from the International Labour Organization (2022) and World Health Organization (2023) highlight how workplace communication systems strongly influence employee well-being, mental health, and productivity. In the Philippines, however, studies show that LGU employees often encounter barriers such as hierarchical communication flows, limited feedback mechanisms, and inadequate managerial support (Nitafan & Camay, 2020; Jimenez et al., 2021; De Leon et al., 2022). While research on job satisfaction in corporate settings is abundant, relatively few studies have examined how communication specifically affects public sector employees, especially within LGUs (Cahilo, et al., 2023).

To address this gap, the present study analyzes the relationship between organizational communication and job satisfaction among LGU employees in Bohol. By grounding the study in established communication and organizational behavior theories, and by situating findings within the SDG framework, this research seeks to generate evidence-based insights and propose practical policy recommendations for fostering a more inclusive, supportive, and productive local government workforce.

Objectives of the Study

The general objective of this study is to determine the influence of organizational communication on job satisfaction among Local Government Unit (LGU) employees in Bohol. Specifically, this study aims to:

1. Describe the demographic profile of LGU employees in terms of age, sex, job position classification, length of service, municipality, district, and municipal/city classification.
2. Assess the status of organizational communication in LGUs in terms of interpersonal, group, and organizational communication contexts.
3. Measure the level of job satisfaction of LGU employees across different job satisfaction dimensions (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication).
4. Determine the relationship between organizational communication and job satisfaction of LGU employees.
5. Examine the relationship between selected demographic variables and both organizational communication and job satisfaction.
6. Propose communication-based policy recommendations for LGUs to enhance employee satisfaction, engagement, and organizational performance.

METHODOLOGY

This study employed a quantitative research design to examine the influence of organizational communication on job satisfaction among Local Government Unit (LGU) employees in Bohol, Philippines. Structured survey questionnaires were used to collect measurable data from respondents, allowing for statistical analysis and hypothesis testing.

The respondents were permanent employees from 14 LGUs, including Tagbilaran City, selected through stratified random sampling to ensure representation across municipal classifications and congressional districts. From a population of 1,506, a sample size of 308 was determined using Cochran's formula, with 335 valid responses retrieved, enhancing statistical power and subgroup representation. The study was conducted in the following municipalities: Alburquerque, Bilar, Buenavista, Calape, Carmen, Clarin, Dauis, Inabanga, Loon, Loay, Sierra Bullones, Talibon, Tubigon, and Tagbilaran City.

A three-part structured questionnaire was utilized, which included sections on demographic profile, organizational communication and job satisfaction. Organizational communication was measured using the Communication Satisfaction Questionnaire by Down and Hazen (1977), adapted from Cuevas-Rañada, 2020). Job satisfaction was assessed using the Job Satisfaction Survey (JSS) by Spector (1994). All instruments used a six-point Likert scale and underwent expert validation and pilot testing, achieving an overall reliability score of 0.96 based on Cronbach's Alpha.

Data collection followed ethical procedures, beginning with the acquisition of permissions from institutional and local government authorities and the respective municipal offices. Coordination with municipal HR departments ensured the proper identification of eligible participants. Survey questionnaires were distributed with clear instructions, followed by retrieval efforts to minimize non-response. Collected responses were organized, encoded, and validated for accuracy before statistical analysis.

The study strictly adhered to the ethical standards of the Data Privacy Act of 2012 (RA 10173), ensuring informed consent, voluntary participation, confidentiality, and data security. Participants were assured of their rights, including the option to withdraw at any time without penalty, and their personal information was protected throughout the research process.

For data analysis, descriptive statistics such as percentages and weighted means were used to summarize demographic profiles and assess organizational communication and job satisfaction levels. Chi-square tests were applied to determine associations

between demographic variables and key constructs. Additionally, Spearman Rank Correlation Coefficient was employed to examine the relationships among organizational communication and job satisfaction.

RESULTS AND DISCUSSION

This section presents and analyzes the findings on organizational communication and job satisfaction among LGU employees in Bohol, highlighting key correlations, demographic insights, and areas for improvement.

Demographic Profile of the Respondents

Table 1 outlines the demographic characteristics of the respondents.

Table 1. Demographic Profile of the Respondents (n=335)

	Variables	Frequency	Percentage
Age	20-29	55	16.4
	30-39	78	23.3
	40-49	118	35.2
	50-59	63	18.8
	60 above	21	6.3
Sex	Female	228	68.1
	Male	107	31.9
Job	Position	Rank and File	89.9
Classification		Department Head	10.1
Length of Service	Below one year	14	4.2
	1-5	154	46.0
	6-10	61	18.2
	11-15	37	11.0
	16 and above	69	20.6
Municipality	Albur	15	4.5
	Bilar	11	3.3
	Buenavista	22	6.6
	Calape	15	4.5
	Carmen	20	6.0
	Clarin	11	3.3
	Dauis	30	9.0
	Loay	22	6.6
	Loon	13	3.9
	Sierra Bullones	25	7.5
	Tagbilaran City	115	34.3
	Talibon	24	7.2
	Tubigon	12	3.6
District	1	201	60
	2	56	16.7
	3	78	23.3
Municipal/City Classification	First Class	64	19.1
	Second Class	31	9.3
	Third Class	135	40.3
	Fourth Class	61	18.2
	Fifth Class	44	13.1
	Total	335	100

Most respondents were middle-aged (35.2% aged 40–49), female (68.1%), and rank-andfile employees (89.9%). Nearly half (46.0%) had 1–5 years of service, while 20.6% had over 16 years.

Geographically, the study achieved broad coverage across 14 municipalities and one city, with the largest representation from Tagbilaran City (34.3%) and District 1 (60.0%). Respondents were also distributed across LGUs of varying income classifications, with third-class municipalities accounting for the highest share (40.3%).

These findings suggest that LGUs in Bohol employ a stable but gender-skewed workforce. The predominance of female employees reflects the broader feminization of public administration roles in the Philippines (Nitafan & Camay, 2020). This imbalance highlights the need for gendersensitive policies to ensure equal access to leadership positions and career development opportunities.

Status of Organizational Communication Summary

Table 2 presents the results of the organizational communication in terms of interpersonal context, group communication context and organizational communication context.

Table 2. Summary of the Status of Organizational Communication

<i>Variables</i>		<i>Mean</i>	<i>SD</i>	<i>Qualitative Description</i>	<i>Satisfaction Level</i>
I.	Interpersonal Communication Context	5.07	0.61	AM	MS
II.	Group Communication Context	4.91	0.67	AM	MS
III.	Organizational Communication Context	4.86	0.70	AM	MS
Overall Mean		4.95	0.62	AM	MS
Legend:					
	<i>Mean</i>	<i>Qualitative Description (QD)</i>	<i>Satisfaction Level (SL)</i>		
	5.17-6.00	Agree Very Much (AVM)	Very Much Satisfied (VMS)		
	4.33-5.16	Agree Moderately (AM)	Moderately Satisfied (MS)		
	3.49-4.32	Agree Slightly (AS)	Slightly Satisfied (SS)		
	2.67-3.50	Disagree Slightly (DS)	Slightly Dissatisfied (SD)		
	1.83-2.66	Disagree Moderately (DM)	Moderately Dissatisfied (MD)		
	1.00-1.82	Disagree Very Much (DVM)	Very Much Dissatisfied (VMD)		

The findings revealed that the Interpersonal Communication Context garnered the highest satisfaction rating among the three communication contexts, with a mean score of 5.07 ($SD = 0.61$), interpreted as “Moderately Satisfied.” This suggests that employees have positive experiences with one-on-one communication, particularly in receiving feedback and maintaining harmonious relationships with superiors and colleagues. According to Downs and Hazen’s (1977) Communication Satisfaction Questionnaire (CSQ), satisfaction with supervisory communication and personal feedback are core determinants of overall communication effectiveness. The high interpersonal scores in this study therefore reflect the strength of relational exchanges within LGUs. This result also aligns with Social Exchange Theory (Blau, 1964), which underscores the importance of mutual trust and reciprocity in building commitment. Supporting this, Maslikha et al. (2022) and Trejo (2021) noted that effective interpersonal communication significantly enhances engagement and trust between leaders and subordinates.

The Group Communication Context yielded a mean score of 4.91 ($SD = 0.67$), also classified as “Moderately Satisfied.” Employees generally reported favorable experiences in terms of teamwork, informal communication, and information sharing within groups. However, issues around group compatibility and communication flow were noted. Within the CSQ framework, this corresponds to the “communication climate” and “horizontal communication” dimensions, which emphasize the need for open, well-coordinated group interactions. These concerns also resonate with Systems Theory (Katz & Kahn, 1978), which posits that organizations function effectively only when internal communication systems are aligned and adaptive. Duarte and Silva (2023) found that effective internal communication positively influences organizational support and job satisfaction, which in turn reduce employees’ turnover intention. Similarly, improving team dynamics and integrating collaborative communication platforms can enhance both satisfaction and productivity. Thus, efforts to strengthen horizontal communication and informal interactions among LGU teams remain necessary to foster cohesive working relationships.

The Organizational Communication Context registered the lowest mean score of 4.86 ($SD = 0.70$), though still within the range of moderate satisfaction. While most employees felt reasonably informed about policies and strategic goals, dissatisfaction was evident in communication surrounding conflict resolution and organizational changes. Within Downs and Hazen’s (1977) CSQ model, these weaknesses point to deficiencies in “organizational integration” and “communication with top management.” Both dimensions emphasize that employees must feel informed about policies, changes, and decision-making processes to maintain alignment and trust. These findings also echo Organizational Climate Theory (Litwin & Stringer, 1968) and the Job Demands-Resources Model (Schaufeli, 2019), which stress that supportive communication climates sustain engagement and motivation. Bushra Zainab, Waqar Akbar, and Faiza Siddiqui (2021) similarly emphasized that transformational leadership combined with

transparent communication fosters employee trust and openness to change, highlighting the critical role of clear and timely information during organizational transitions.

The overall mean score across all communication contexts was 4.95, indicating general “Moderate Satisfaction.” While this suggests that the LGUs maintain a functional communication system, the relatively lower ratings in group and organizational contexts highlight a need for strategic interventions. The CSQ framework reinforces that communication satisfaction is multidimensional: strong interpersonal communication alone cannot compensate for weaknesses in organizational integration and upward communication.

To address these issues, LGUs should invest in leadership development programs that emphasize communication competencies, adopt modern digital communication platforms to strengthen group coordination, and improve conflict resolution and change management communication protocols. These recommendations are consistent with Desa, Asaari, Razak, and Jabar (2019), who found that effective communication significantly influences job satisfaction among public sector employees. By enhancing communication across all CSQ dimensions, LGUs can build a more engaged and satisfied workforce, ultimately strengthening public service delivery.

Level of Job Satisfaction

Table 3 provides insights into employee satisfaction across various job satisfaction factors, including Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work, and Communication.

Table 3. Level of Job Satisfaction

Variables	Mean	SD	Qualitative Description	Satisfaction Level
1. Pay	3.97	0.79	AS	SH
2. Promotion	3.74	0.71	AS	SH
3. Supervision	4.55	0.97	AM	MH
4. Fringe Benefits	3.74	0.73	AS	SH
5. Contingent Rewards	3.64	0.98	AS	SH
6. Operating Conditions	2.93	0.69	DS	SL
7. Coworkers	4.38	0.93	AM	MH
8. Nature of Work	4.60	0.76	AM	MH
9. Communication	3.99	1.04	AS	SH
<i>Overall Mean</i>	3.95	0.57	AS	SH

Legend:

Mean Qualitative Description (QD) Satisfaction Level (SL)

5.17-6.00 Agree Very Much (AVM)	Very High (VH)
4.33-5.16 Agree Moderately (AM)	Moderately High (MH)
3.49-4.32 Agree Slightly (AS)	Slightly High (SH)
2.67-3.50 Disagree Slightly (DS)	Slightly Low (SL)
1.83-2.66 Disagree Moderately (DM)	Moderately Low (ML)
1.00-1.82 Disagree Very Much (DVM)	Very Low (VL)

The present study assessed the level of job satisfaction among LGU employees, with a composite mean score of 3.95 ($SD = 0.57$), interpreted as “Agree Slightly” (AS) and corresponding to a “Slightly High” (SH) satisfaction level. While this overall result indicates generally positive employee sentiment, each dimension examined reveals specific strengths and opportunities for improvement.

The Nature of Work dimension obtained the highest mean score ($M = 4.60$, $SD = 0.76$), indicating Moderately High (MH) satisfaction. This suggests that employees take pride in their responsibilities and find their work meaningful. According to Self-Determination Theory (Deci & Ryan, 2020), job satisfaction increases when individuals perceive their work as aligned with intrinsic motivations such as purpose and self-actualization.

The Supervision variable also reflected Moderately High satisfaction ($M = 4.55$, $SD = 0.97$), with respondents recognizing competence and support from their supervisors. This result reinforces Self-Determination Theory’s emphasis on relatedness and aligns with Tse et al. (2021), who found that emotionally intelligent leadership enhances trust and morale.

Coworker relationships yielded a mean of 4.38 ($SD = 0.93$), also within the Moderately High range, suggesting positive interpersonal dynamics, collaboration, and teamwork. This supports Maslow’s Hierarchy of Needs, which underscores that workplace belongingness and social cohesion foster engagement and motivation.

In contrast, the lowest ratings were recorded in Operating Conditions ($M = 2.93$), with low satisfaction, and in Promotion ($M = 3.74$) and Contingent Rewards ($M = 3.64$), both reflecting moderate satisfaction. Interpreted through Herzberg's Two-Factor Theory (1966), these results indicate that while motivators such as meaningful work and supportive supervision are functioning well, hygiene factors—including work environment, promotion systems, and rewards—remain insufficient. As Herzberg suggests, these factors may not generate satisfaction when improved, but their inadequacy contributes to dissatisfaction and reduced morale.

Taken together, these findings highlight a dual reality: employees find meaning and interpersonal support in their jobs, yet systemic issues in promotion, rewards, and operating conditions limit overall satisfaction. As observed by Nitafan and Camay (2020) in LGU settings, employees often find fulfillment in their public service roles but are frequently limited by organizational structures and scarce resources. By enhancing supervision, fostering strong coworker relationships, and optimizing the nature of work, while simultaneously addressing key factors that influence motivation and job satisfaction, LGUs can cultivate a more engaged, motivated, and productive workforce—ultimately strengthening overall service delivery.

Relationship between Organizational Communication and Job Satisfaction

Table 5 shows the relationship between organizational communication and job satisfaction.

Table 5. Relationship between Organizational Communication and Job Satisfaction

Spearman Correlation	Correlation Coefficient	Degree of Correlation	P-Value	Decision	Interpretation
Organizational Communication and Job Satisfaction	0.398	Moderate Positive	0.000	Failed to Accept the Null Hypothesis; Significant	Correlated

Legend: **. Significant at the 0.01 level.

*. Significant at the 0.05 level.

Degree of Correlation:

+1.00 Perfect Positive

0.00 to -0.39 Weak Negative

+0.70 to +0.99 Strong Positive

-0.40 to 0.69 Moderate Negative

+0.40 to +0.69 Moderate Positive

-0.70 to 0.99 Strong Negative

+0.10 to + 0.39 Weak Positive

-1.00 Perfect Negative

Table 5 presents the results of the Spearman correlation analysis examining the relationship between organizational communication and job satisfaction. The computed correlation coefficient is 0.398, indicating a moderate positive relationship between the two variables. The p-value of 0.000 is statistically significant at both the 0.05 and 0.01 levels, warranting the rejection of the null hypothesis. This finding affirms that higher levels of effective organizational communication are significantly associated with increased employee job satisfaction.

The strength and direction of the correlation are consistent with previous research, indicating that communication quality within organizations plays a vital role in shaping employee experiences and attitudes. For instance, Qin and Men (2023) found that transparent internal communication positively impacts employee psychological well-being and organizational trust, two important precursors to job satisfaction. Similarly, Slemp, Kern, Patrick, and Ryan (2018) found that leader autonomy support in the workplace significantly enhances employees' motivation, well-being, and job satisfaction across diverse organizational settings. Moreover, Narciso, Parreira, Graça, Omelyanenko, and Palma-Moreira (2025) emphasized that effective communication, particularly in hybrid and remote work arrangements, significantly enhances job satisfaction and organizational commitment. In the context of LGUs, fostering clear and supportive communication channels—whether in-person, digital, or hybrid—can help employees navigate organizational constraints, strengthen coworker relationships, and clarify work expectations. By combining these communication strategies with attention to motivation and job satisfaction factors, LGUs can cultivate a more engaged, productive, and committed workforce, ultimately improving public service delivery.

This moderate yet statistically robust correlation underscores the practical significance of internal communication in organizational settings, especially within Local Government Units (LGUs). It reinforces that timely, clear, and inclusive communication fosters trust, belongingness, and role clarity among employees—key components in Herzberg's Motivation-Hygiene Theory and Maslow's Hierarchy of Needs. In the public sector, where roles are often complex and hierarchical, these communication practices are essential in building morale and commitment.

Relationship between Demographic Profile and Organizational Communication

Table 6.1 presents the relationship between the demographic profile and organizational communication.

Table 6.1 Relationship between the Demographic Profile and Organizational Communication

Variables correlated with Organizational Communication	Pearson Value	Chi-Square	df	Asymptotic (2-sided)	Significance
Age	15.888		12	.196	
Sex	.861		3	.835	
Job Position Classification	.791		3	.852	
Length of Service	5.718		12	.930	
Municipality	61.191		36	.005*	
District	13.876		6	.031*	
City/Municipal Classification	11.559		12	.482	

Legend: **. Significant at the 0.01 level. *. Significant at the 0.05 level.

The results in Table 6.1 show that Municipality ($p = 0.005$) and District ($p = 0.031$) have significant relationships with organizational communication at the 0.01 and 0.05 levels, respectively. Buenavista recorded the highest mean (5.21) among municipalities, while District 2 topped the districts (mean = 5.00). These findings suggest that employees' perceptions of communication vary based on geographic and administrative contexts.

The significance of Municipality and District highlights the role of local organizational culture and leadership practices in shaping communication effectiveness. This aligns with findings by Msacky (2024), who emphasizes that organizational culture in local government authorities significantly influences employee engagement and information sharing, and by Chen, Ding, and Li (2022), who demonstrate that transformational leadership positively impacts employee job satisfaction and communication through supportive employee relations. These insights also resonate with Hofstede's Cultural Dimensions Theory (1980), underscoring that administrative and cultural differences shape communication styles across public sector settings.

In contrast, variables such as age, sex, job position, length of service, and city classification showed no significant relationship ($p > 0.05$), suggesting communication is perceived consistently across demographic groups. This supports Self-Determination Theory (Deci & Ryan, 2000) and Herzberg's Two-Factor Theory (1966), highlighting that intrinsic factors like clarity and inclusiveness matter more than demographics. Men (2022) also emphasize that standardized communication builds trust and reduces employee perceptual gaps.

The findings underscore the importance of tailoring communication strategies to local contexts while ensuring consistency and inclusivity across demographic lines. As supported by Men, O'Neil, and Ewing (2020), the use of internal social media fosters organizational transparency and identification, which strengthens employee engagement and aligns staff with organizational goals. This demonstrates that context-aware and equitable communication is critical for enhancing overall effectiveness in public sector organizations.

Relationship between Demographic Profile and Job Satisfaction

Table 6.2 presents the relationship between the demographic profile and job satisfaction.

Table 6.2. Relationship between the Demographic Profile and Job Satisfaction

Variables correlated with Job Satisfaction	Pearson Value	Chi-Square	df	Asymptotic (2-sided)	Significance
Age	10.972		16	.811	
Sex	8.862		4	.065	
Job Position Classification	4.197		4	.380	
Length of Service	20.634		16	.193	
Municipality	82.095		48	.002**	
District	14.142		8	.078	
City/Municipal Classification	18.285		16	.307	

Legend: **. Significant at the 0.01 level. *. Significant at the 0.05 level.

Table 6.2 reveals that among the demographic variables examined, only Municipality shows a statistically significant relationship with Job Satisfaction ($p = 0.002$), indicating that employees' satisfaction levels vary across municipalities. Other variables—including District ($p = 0.078$), Age, Sex, Job Position Classification, Length of Service, and City/Municipal Classification—did not show significant relationships ($p > 0.05$).

The significant role of the Municipality highlights how local governance, resource availability, and leadership styles shape employee satisfaction. Studies have shown that municipal differences can influence workplace quality and morale. For instance, Msacky

(2024) and Chen, Ding, and Li (2022) found that organizational culture and transformational leadership practices significantly affect employee satisfaction in public organizations.

This aligns with Hofstede's Cultural Dimensions Theory (1980), which suggests that regional cultural norms and administrative styles influence employee attitudes. Municipalities with participatory leadership or better resources may foster more positive work environments.

The lack of significant relationships for other demographic variables aligns with Self-Determination Theory (Deci & Ryan, 2000), which emphasizes intrinsic motivators, such as autonomy and competence, over demographic traits in predicting job satisfaction. Herzberg's Two-Factor Theory (1966) also supports this, classifying demographics like age and tenure as hygiene factors, which may prevent dissatisfaction but do not actively drive satisfaction.

These findings suggest that while job satisfaction is generally consistent across demographic groups, municipal context plays a key role. Tailoring strategies to local needs while maintaining inclusive, organization-wide practices can improve satisfaction and employee engagement.

CONCLUSION

This study examined the influence of organizational communication on job satisfaction among Local Government Unit (LGU) employees in Bohol. It described the demographic profile of employees, assessed organizational communication across interpersonal, group, and organizational contexts, measured job satisfaction across multiple dimensions, and determined the relationships among communication, job satisfaction, and selected demographic variables.

The findings revealed that LGU employees are predominantly middle-aged, female, and rank-and-file workers, with varying tenure and representation across municipalities and income classifications. Communication was rated moderately satisfactory overall, with interpersonal communication as the strongest dimension, while group and organizational communication showed room for improvement. Job satisfaction was assessed as slightly high, with the nature of work, supervision, and coworker relations rated positively, but operating conditions, promotion, and rewards identified as weak areas.

Correlation analysis confirmed a significant moderate positive relationship between organizational communication and job satisfaction, highlighting that effective communication plays a vital role in shaping employee attitudes. Moreover, Municipality and District influenced perceptions of organizational communication, while Municipality alone significantly affected job satisfaction, underscoring the role of local contexts and leadership practices.

In conclusion, while employees generally find meaning and support in their roles, structural limitations in communication integration, promotion systems, and working conditions constrain higher levels of satisfaction. Addressing these gaps through stronger leadership communication, transparent feedback mechanisms, and organizational reforms will contribute to a more motivated and engaged LGU workforce, ultimately enhancing the effectiveness and responsiveness of public service delivery.

RECOMMENDATION

It is recommended that Local Government Units (LGUs) in Bohol prioritize strengthening communication and employee support systems to create a more transparent, inclusive, and responsive workplace. Clear and structured communication—through regular meetings, open forums, feedback channels, and digital platforms—should be institutionalized to close information gaps and build stronger cooperation across departments. Leaders, including mayors, department heads, and supervisors, should undergo continuous training in participatory decision-making, conflict management, and employee engagement, since local leadership practices play a central role in shaping communication effectiveness and employee satisfaction.

It is further recommended that LGUs improve promotion and reward systems by ensuring stronger alignment with the Civil Service Commission's PRIME-HRM (Program to Institutionalize Meritocracy and Excellence in Human Resource Management) framework. While PRIME-HRM already sets clear merit-based standards, the findings of this study suggest that uneven implementation and weak communication of promotion and recognition policies contribute to lower satisfaction levels. Thus, reinforcing transparent communication and consistent performance appraisal practices under PRIME-HRM can directly enhance employee trust and motivation. At the same time, improving working conditions—such as managing workloads more effectively, ensuring equitable distribution of resources, and upgrading facilities and processes—remains essential. Municipalities with lower levels of satisfaction and communication should be given tailored support through leadership train

By promoting a work culture that values professional growth, fairness, and meaningful responsibility, LGUs can build a motivated and committed workforce, leading to more effective and responsive public service.

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