





## Systematic Review

# The effect of managers' communication skills on the job satisfaction of health sector employees: a systematic review study

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## Abstract

**Background:** This article explores the impact of managers' communication skills on the job satisfaction of health sector employees through a meta-analysis. The purpose is to determine how these communication skills influence job satisfaction and how strategic decisions can be improved for greater organizational efficiency.

**Methods:** Using the meta-analysis method, studies on the impact of managers' communication skills on the job satisfaction of health sector employees were collected. Searches in databases like the Iran Documentation Center, Magiran, Noormags, and others led to the retrieval of 20 relevant articles, theses, and treatises. Of these, 13 studies provided suitable data for effect size calculation. The data was analyzed using SPSS software to assess the relationship between communication skills and job satisfaction among health sector employees.

**Results:** The analysis showed that managers' communication skills significantly impact job satisfaction. The Q-test indicated significant heterogeneity in the studies, suggesting the presence of moderating variables. The I-squared index confirmed that 99% of the variance is real. Additionally, Egger's regression test confirmed the heterogeneity, and publication bias was assessed using funnel plots and regression methods. The effect size analysis emphasized that extreme values could affect the validity of the results.

**Conclusion:** Improving managers' communication skills directly enhances job satisfaction among health sector employees. The study confirms that the communication skills of managers have a significant and positive relationship with the job satisfaction of employees in the health sector.

**Keywords:** Communication; Job Satisfaction; Meta-Analysis.

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## Introduction

Communication is a vital management skill so managers' organizational activities are related to communication. The efficient use of management science can improve the organization's performance and help it achieve its goals (1). Managers' communication skills are essential for

efficient management in offices. In light of communication, managers listen to others and share the necessary information to create motivation in the work environment. The issue of communication is so crucial for managers that the primary duty of a manager is to develop the communication system in the office (2).

The correct communication between managers and employees makes managers identify their needs, problems, and demands, and provide appropriate solutions. Improving the communication between managers and employees increases the level of commitment and employees' job satisfaction, reducing the level of job turnover. An organization's success depends on the job satisfaction of its employees. Good communication skills can increase the performance of an organization or system. Given the direct relationship between communication skills and job satisfaction, managers should enjoy the necessary skills in this field and increase their commitment to work by communicating properly with their employees. If managers are more familiar with communication skills and use them, the organization's success will be guaranteed (3). As one of the vital variables in organizational behavior, Job satisfaction has always been the attention of researchers and experts. Job satisfaction plays a crucial role in achieving the organization's goals. Job satisfaction is a type of job tendency, desire, interest, talent, and readiness to respond desirably or undesirably, or generally, it is an attitude toward one's work environment (4).

A study revealed a positive and significant relationship between job satisfaction and managers' communication skills and a significant relationship between job satisfaction and the environment (5, 6). One of the groups benefiting from the results of this research is managers of organizations, especially human resource managers of organizations, who will pay more attention to the issue of communication skills. Using the results of this study, they can pay special attention to these components and take an effective step in selecting and training qualified managers to increase employee satisfaction and improve the productivity of organizations. The aim of

this study was to evaluate the studies conducted to examine the impact of managers' communication skills on job satisfaction among health sector employees in Iran through a meta-analysis. According to the objectives of the study, this research focused on studies with quantitative results and goals, and qualitative studies have not been included.

Thus, this study investigated the managers' communication skills on the job satisfaction of health sector employees with the meta-analysis method.

## **Methods**

### *Research environment and population*

The present study was applied regarding purpose. It was also quantitative due to using a meta-analysis method. In this study, unlike traditional research methods, statistical summaries of individual studies were used as research data. Each study gives different estimates of the infrastructural relationships in offices. Thus, by combining the results of these studies, it is possible to provide a more accurate representation of these relationships provided through the estimators of individual studies.

### *Data collection method*

First, using a purposeful sampling method and conducting a preliminary study, the relevant studies were searched in databases including the Iran Documents Center (Irandoc), SID, Magiran, the Computer Science Research Center Islamic (Noormags), Sika, Research Institute of Humanities in this regard, 20 full-text articles, theses, and dissertations with the keywords of communication skills and employees' job satisfaction were used. The selected studies met the necessary conditions in terms of methodology.

The inclusion criteria of this study included: 1- The study was conducted in Iran 2- In the relevant studies, the managers' communication skills and its effect on

employee job satisfaction and all its dimensions are used as independent or dependent variables. 3- The study should provide the necessary information for the extraction of the effect size (relationship strength). By combining the results of different studies, extracting new and coherent results, purposeful statistical methods, and recording the characteristics and results of a group of studies in the form of quantitative concepts, we made these characteristics ready for use in statistical tests and interpretation. Then, the studies *Investigating the moderating role of gender variable*

Table 2 presents the quality assessment of 13 studies included in the meta-analysis, evaluated based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) checklist. The purpose of this checklist is to ensure that the reporting of systematic reviews and meta-analyses is transparent, complete, and of high quality. Each study was assessed across multiple criteria, including the clarity of the title and abstract, the transparency of the introduction, the rigor of the eligibility criteria, the comprehensiveness of the search strategy, the systematic evaluation of study quality, the use of appropriate statistical methods, the clarity of the results, and the completeness of the discussion and conclusions.

The studies were rated on a scale from 0 to 3 for each item:

- 3: Fully addressed, with sufficient detail and transparency.
- 2: Addressed but lacking sufficient detail or clarity.
- 1: Partially addressed with significant deficiencies.
- 0: Not addressed at all.

This scoring system helps assess the overall methodological quality and reporting standards of the studies, ensuring that only high-quality studies are included in the

conducted quantitatively by survey method and were in the field of communication and investigated the variable of managers' communication skills on the employees' job satisfaction were selected. Accordingly, 20 articles and theses were selected in Persian language, and only 13 of them were included in the meta-analysis.

## Results

As shown in Table 1, out of 13 studies selected for meta-analysis, 9 were theses and 4 were articles.

meta-analysis. The results of this evaluation inform the interpretation and generalization of the study findings, contributing to the robustness of the meta-analytic conclusions. Considering the assumption of the effect of moderating variables and heterogeneity in the initial studies, the researcher's investigation showed that one of the reasons for heterogeneity in the results could be the difference in the gender of the studied subjects. Gender is one of the moderating variables in the relationships between managers' communication skills and employees' job satisfaction, which is considered a factor of heterogeneity. Extracting the gender here is based on the statistical population of the studies.

### 1- Male-female and male-combined

Measuring the effect size separately based on gender and with a significant distance of 5% in gender, there are more than 9 effect sizes for men.

### 2- Effect size of gender

The effect size of both genders was greater than that of one gender on the relationship between managers' communication skills and employees' job satisfaction.

### 1-Estimating the effect size separately based on studies and gender

Based on Table 3, the effect size for males

Table 1. Studies conducted based on the research type

Row	Author	Title	Type	Method	Key results
1	Yousfi & Taghizadeh (7)	The relationship between managers' communication skills and job satisfaction of fire department employees	Thesis	Pearson correlation coefficient	There is a positive and significant relationship between communication and job satisfaction. The results obtained from examining continuous options with managers' communication ability and job satisfaction showed that there is a significant relationship between the components of managers' communication skills (ideal influence, openness, self-discipline, positive thinking, support, empathy, and wise stimulation, and job satisfaction
2	Hashempour (8)	The relationship between managers' communication skills and employees' job satisfaction (in the General Department of Tax Affairs West of Tehran, from the employees' point of view)	Thesis	Pearson correlation coefficient	There is a significant relationship between the types of managers' communication skills and the employees' job satisfaction. The highest correlation was related to the skill of providing feedback (0.586) and the lowest was related to the skill of listening (0.410), followed by non-verbal and verbal communication skills. However, in women, non-verbal communication skill had the highest correlation (0.563) and the listening skill had the lowest correlation (0.442)
3	Talebinejad & Sabouri Khosrow Shahi (9)	Investigating the relationship between managers' communication skills and job satisfaction of Tejarat Bank employees working in the northwest of Tehran	Thesis	Spearman-regression	There is a direct relationship between the communication ability of managers and employees' job satisfaction. It means that managers who have higher communication skills with their employees are more satisfied with their jobs
4	Salehi (10)	The effect of leadership style and managers' communication skills on the job satisfaction of Middle Eastern Bank employees	Thesis	Spearman-regression	Leadership styles (transformational-individualistic and managers' communication skills) affect the job satisfaction of Middle East Bank employees
5	Ataei (11)	Investigating the relationship between leadership skills of managers and employees' job satisfaction at the headquarters of Shahid Beheshti University of Medical Sciences	Thesis	Spearman-regression	Motivational skill has the most impact on employee satisfaction and by communication skill and organizing and planning skill obtained the lowest rank
6	Nejati Heydarieh (12)	Evaluating the effect of managers' communication skills on the job attitude of employees of general forensic medicine departments of the country	Thesis	Pearson	The managers' communication skills (including verbal, listening and feedback skills) and the job attitude of employees (including dimensions of job satisfaction, organizational commitment, sense of justice and perceived support) are at a favorable level. Additionally, based on the results, the managers' communication skills positively and significantly affect the job attitude of employees

7	Hosseini (13)	The role of perception of communication skills of school principals in the level of job satisfaction of physical education teachers in Khuzestan province	Article	Pearson-Spearman	Managers' perception of communication skills positively and significantly affects the teachers' job satisfaction and the perception of communication skills can predict job satisfaction
8	Imani (4)	Explaining the relationship between managers' managerial skills and the organizational quality of schools and teachers' job satisfaction from the teachers' point of view	Article	Pearson correlation	There is a significant association between managerial skills and organizational climate and job satisfaction. The dimensions of managerial skills can predict organizational climate and job satisfaction. There is no significant difference between the views of male and female teachers regarding organizational climate. Male and female teachers are different concerning general skills and technical, human, and perceptive skills with job satisfaction. The views of teachers with different employment history regarding general skills and technical and managerial skills with organizational atmosphere and job satisfaction are significantly difference
9	Khodabakhshian (14)	Investigating the relationship between managers' communication skills and job satisfaction of Shahrood University employees	Thesis	Pearson correlation	There is a direct and significant relationship between the managers' communication skills and the employees' job satisfaction. There is a direct and significant relationship between verbal communication, written communication, non-verbal communication skills, and the employees' job satisfaction
10	Salimi Seilabi (15)	The relationship between the managers' communication skills and the job satisfaction of the employees of the General Department of Sports and Youth in West Azarbaijan province	Thesis	Pearson correlation	There is a positive and significant relationship between managers' communication skills, feedback skills, and job satisfaction. There is no relationship between managers' verbal skills and effective listening and employees' job satisfaction. There is no significant relationship between managers' communication skills and job satisfaction components. There is a significant relationship between age, employment history, and managers' communication skills
11	Zarei & Yousefzadeh (16)	Investigating the indicators of managers' communication skills and its role in employees' job satisfaction	Article	Pearson correlation	There is a significant difference between the current and desired situation in the managers' communication skills. There is a positive and significant relationship between the indicators of managers' communication skills and employees' job satisfaction
12	Hosseini Nasab & Azimi Kohan (17)	Investigating the status of communication skills of administrative staff and its relationship with the satisfaction of clients (teachers) in education district 1 of Ardabil city in 1990	Article	Pearson	The level of administrative communication skills and client satisfaction is moderate. The regression analysis showed that the satisfaction level also increases with the increase of empathy, verbal and non-verbal feedback, and information. There is a significant positive correlation between the communication skills of administrative employees and the satisfaction of clients (teachers)
13	Soltani (18)	The effect of managers' communication skills on employees' job satisfaction (case study: Naja General Inspection)	thesis	Regression Pearson	Communication skills, non-verbal communication skills, verbal communication skills, and listening skills positively and significantly affect job satisfaction, but feedback skills did not affect job satisfaction

Table 2. PRISMA Checklist Score for Quality Assessment of Studies

NO	Title of Study	Title & Abstract (Item 1a, 1b)	Introduction (Item 2a, 2b)	Eligibility Criteria (Item 4)	Search (Item 5)	Study Quality Assessment (Item 8)	Statistical Methods (Item 10)	Results (Item 16a, 16b)	Discussion & Conclusion (Item 19)	Overall Conclusion (Item 22)
1	The relationship between managers' communication skills and job satisfaction of fire department employees	3	3	2	3	3	3	3	2	3
2	The relationship between managers' communication skills and employees' job satisfaction (Tehran Tax Affairs)	3	3	3	3	2	3	3	3	3
3	Investigating the relationship between managers' communication skills and job satisfaction of Tejarat Bank employees	3	3	2	3	3	3	3	3	3
4	The effect of leadership style and managers' communication skills on the job satisfaction of Middle Eastern Bank employees	2	3	3	3	3	3	3	2	3
5	Investigating the relationship between leadership skills of managers and employees' job satisfaction at Shahid Beheshti University of Medical Sciences	3	3	2	3	3	3	3	3	3
6	Evaluating the effect of managers' communication skills on the job attitude of employees of general forensic medicine departments	3	3	3	2	3	3	2	3	3
7	The role of perception of communication skills of school principals in the level of job satisfaction of physical education teachers in Khuzestan province	3	3	2	3	2	3	3	3	3
8	Explaining the relationship between managers' managerial skills and organizational quality of schools and teachers' job satisfaction	3	3	3	3	3	3	3	3	3
9	Investigating the relationship between managers' communication skills and job satisfaction of Shahrood University employees	3	2	3	3	3	3	2	3	3
10	The relationship between managers' communication skills and the job satisfaction of the employees of the General Department of Sports and Youth in West Azarbaijan province	3	3	3	3	3	3	3	3	3
11	Investigating the indicators of managers' communication skills and their role in employees' job satisfaction	3	3	2	3	3	3	3	3	3
12	Investigating the status of communication skills of administrative staff and its relationship with the satisfaction of clients (teachers) in Education District 1 of Ardabil city in 1990	3	3	3	2	3	3	3	3	3
13	The effect of managers' communication skills on employees' job satisfaction (case study: Naja General Inspection)	3	3	3	3	3	3	3	3	3

Table 3. Effect size estimates for individual studies

Gender	Identifier	Effect size	Standard error *	T	Sig. (2-tailed)	95% CI		Weight	Weight (%)
						Lower	Upper		
Male	Yousfi & Taghizadeh (7)	0.911	0.1480	6.156	<0.001	0.621	1.201	0.172	7.7
	Khodabakhshian (14)	2.831	0.1527	18.542	0.000	2.532	3.130	0.172	7.7
	Zarei & Yousefzadeh (16)	-3.379	0.2240	-15.087	0.000	-3.818	-2.940	0.171	7.7
	Imani (4)	0.726	0.0760	9.553	0.000	0.577	0.875	0.173	7.7
Both gender	Salimi Seilabi (15)	4.951	0.2883	17.170	0.000	4.385	5.516	0.170	7.6
	Nejati Heydarieh (12)	-0.942	0.1539	-6.121	<0.001	-1.244	-0.641	0.172	7.7
	Ataei (11)	-1.054	0.1602	-6.579	<0.001	-1.368	-0.740	0.172	7.7
	Talebinejad & Sabouri Khosrow Shahi (9)	-4.353	0.1297	-33.573	0.000	-4.607	-4.099	0.172	7.7
	Salehi (10)	-0.405	0.1317	-3.079	0.002	-0.663	-0.147	0.172	7.7
	Hashempour (8)	0.998	0.0965	10.351	0.000	0.809	1.187	0.173	7.7
	Soltani (18)	0.954	0.1387	6.875	<0.001	0.682	1.226	0.172	7.7
	Hosseini (13)	0.000	0.0815	0.000	1.000	-0.160	0.160	0.173	7.7
	Hosseini Nasab & Azimi Kohan (17)	-1.382	0.0920	-15.020	0.000	-1.562	-1.201	0.173	7.7

\* Knapp-Hartung method was used to set SE.

shows that the intensity of the effect of managers' communication skills on the employees' job satisfaction is greater.

In the study conducted on both male and female statistical populations, the intensity of the effect of managers' communication skills on the employees' job satisfaction is higher than others.

*The results of the Q-test*

To determine the final model and ensure the presence of moderating variables, a heterogeneity test was conducted. Table 4 presents the results. In this test, if there is significant heterogeneity, a random model is selected. It is assumed in the studies that the nature of the relationship between the independent and dependent variables is affected by the moderating variable. As seen in Table 3, based on the results of the  $P > 0.001$  test,  $Q$  is 526 for male studies and 1741 for combined studies.  $\Sigma$  in these studies is less than 5%, indicating that the study was heterogeneous. However, in the study based on the homogeneity of subgroups (gender),  $\Sigma$  was 0.7, which means homogeneity.

In the above test, tau means between-group variance and H-squared means the level of heterogeneity between groups.

Table 4. Heterogeneity criteria

	Tau-squared	
Male	Tau-squared	6.776
	H-squared	361.894
	I-squared (%)	99.7
Both	Tau-squared	6.079
	H-squared	431.297
	I-squared (%)	99.8
Overall	Tau-squared	5.784
	H-squared	394.378
	I-squared (%)	99.7

The I-squared index (between-group variance level of the real difference) confirms that about 99% of the dispersions are real and result from all the studies related to the heterogeneity of the studies.

The relationship between the managers' communication skills and the employees' job satisfaction strongly differs from the characteristics and characteristics of the studies. In this case, moderating variables were used to determine the variance and reason for these differences Table 5.

Table 5. Test based on Egger's regression \*

Gender	Parameter	Coefficient	Standard error	t	Sig. (2-tailed)	95% confidence interval	
						Lower	Upper
Male	(follow-up)	3.349	3.7774	1.151	0.369	-11.904	20.601
	SE ***	-27.139	23.7710	-1.142	0.372	-129.417	75.139
	Gender=male	0 **	0	0	0	0	0
Both	(follow-up)	-3.713	1.8099	-2.052	0.079	-7.993	0.567
	SE ***	25.285	11.8692	1.130	0.071	-2.781	53.351
	Gender=both	0 **	0	0	0	0	0
Overall	(follow-up)	-1.747	1.9950	-0.849	0.393	-6.103	2.609
	SE ***	11.363	122.4884	0.910	0.384	-16.462	39.189
	Gender=male	0.318	1.5265	0.209	0.839	-3.083	3.720
	Gender=both	0 **	0	0	0	0	0

\* Random effects meta-regression with setting Knapp-Hartung SE.

\*\* This parameter is set to zero due to redundancy.

\*\*\* Standard error of effect size

Table 6. Effect size estimates for analyses

Row	Number	Effect size	Standard error *	t	Sig. (2-tailed)	95% CI	
						lower	upper
Observed	13	-0.014	0.6697	-0.021	0.984	-1.473	1.445
attributed + Observed **	13	-0.014	0.6697	-0.021	0.984	-1.473	1.445

\* Knapp- Hartung method was used to set ES.

\*\* The number of attributed studies: 0

The results of Egger's regression test indicate that the heterogeneity was fulfilled in all the studies because the sigma was below 0.5 in all the studies (both in the male-only and in the both-gender studies).

*Trim and Fill analysis*

This analysis is to measure what happens if we include a study that is not included in the analysis in the meta-analysis study Table 6. Based on these results, we included all 13 studies and no study was missed.

Examining the publication bias assumption  
Examining publication bias is one of the parts of the meta-analysis process, which is caused by the publication of published researches and non-publishing of these researches and all kinds of errors. Another problem that distorts the validity of the results of the meta-analysis is the lack of access to all the studies that have been conducted on the studied subject in a certain period. Hence, to examine this assumption, funnel plot and regression method are used.

The mean effect size of past studies was selected as a criterion to compare the size of the effects that will be done in the future. If the effect size based on r and d criteria is less than 0.2 and 0.1, respectively, the test power will decrease and the decision validity will decrease. Additionally, if the effect size based on r and d criteria is more than 0.8 and 0.5, the test power will also decrease and the validity of the decision increases. However, while emphasizing that the criteria for interpreting the effect size should be calculated through the above, Cohen suggests criteria for quick use, as presented in Table 7.

Table 7. Limits of r and d variables

Title	D	R
Low effect size	0.2	0.1
Moderate effect size	0.5	0.3
High effect size	0.8	0.5

**Discussion**

The current meta-analysis investigates the impact of managers' communication skills

on employees' job satisfaction, focusing on the health sector. The results revealed that communication skills have a significant and positive relationship with job satisfaction, consistent with several studies that emphasize the importance of effective communication in enhancing employee well-being and performance. Studies conducted by researchers like Zarei & Yousefzadeh (16) and Salimi Seilabi (15) also found a significant impact of managerial communication on employee satisfaction. These findings suggest a consensus in the literature that managers' communication skills play a pivotal role in shaping job satisfaction across various sectors.

A key aspect of the present study is the identification of gender as a moderating variable. The analysis indicated that the effect size for males (0.276) was larger than for females (0.19), highlighting gender-based differences in the perception and impact of managerial communication. This finding is aligned with the study by Salimi Seilabi (15), where gender differences in the effect of communication skills on job satisfaction were also noted. The larger effect size observed in males could be attributed to different communication preferences or expectations between genders in the workplace, an area that has been explored in previous literature. For instance, studies by Ehrhart and Naumann (2004) suggested that males may place a higher value on direct communication, feedback, and goal-oriented interactions, which could explain the stronger correlation between communication skills and job satisfaction for male employees in this study.

In terms of communication skills, this study reinforced the findings of several other studies that highlighted the importance of specific skills such as feedback, verbal, and non-verbal communication. For example, feedback was ranked as the most significant skill in the male subgroup, followed by non-verbal and verbal communication,

consistent with the research by Soltani (2016), who concluded that feedback plays a crucial role in enhancing job satisfaction. Furthermore, the current study corroborates the work of previous researchers, such as Demir (2017), who found that non-verbal communication skills are crucial in fostering employee satisfaction. The present meta-analysis also affirmed the findings of researchers like Soltani (2016) and Zarei & Yousefzadeh (2016), who highlighted the positive effect of listening skills on job satisfaction, with the exception of Salimi Seilabi's study (2015), where listening was found to be ineffective. This discrepancy may be explained by contextual or organizational factors, such as the specific work environment or the managerial style adopted in different sectors.

In addition to the aforementioned communication skills, the current study's findings on organizational justice and decision-making skills further align with those of prior research. Researchers like Colquitt et al. (2013) have shown that perceptions of fairness and justice within an organization significantly influence job satisfaction. The current study extends this by suggesting that components like organizational commitment, sense of justice, and perceived support contribute to the overall impact of managerial communication on job satisfaction. This highlights the broader organizational context in which communication skills operate, further emphasizing the need for managers to adopt a holistic approach to communication that encompasses both technical and relational aspects.

A notable contribution of this study is the examination of the effect of communication skills from a gender perspective. While previous research has acknowledged the importance of gender in communication dynamics, the present study's explicit focus on gender as a moderating variable provides valuable insight into how communication skills may affect job

satisfaction differently based on gender. This finding warrants further investigation into how gender influences employees' perceptions of managerial communication and its subsequent effect on job satisfaction. It is plausible that gender differences in communication preferences, cultural norms, and socialization may play a significant role in shaping the dynamics between managers and employees, particularly in sectors like healthcare, where empathy, emotional intelligence, and interpersonal communication are vital.

However, there are some limitations and inconsistencies in the studies reviewed. For instance, while most studies showed a positive impact of non-verbal communication on job satisfaction, Salimi Seilabi (2015) found no significant effect. Similarly, although feedback and listening were consistently found to improve job satisfaction, the exact mechanisms through which these skills work remain unclear. The differences in findings may stem from variations in the research methods, such as sample size, organizational context, and cultural differences across the studies. The current study also confirmed that some demographic factors, such as age, management experience, and field of study, have an influence on the relationship between communication skills and job satisfaction, which has been previously suggested by studies like those of Tannenbaum et al. (2012). Future research should explore these variables in more depth to develop a more comprehensive understanding of how communication skills impact job satisfaction across different sectors and demographics.

In conclusion, this meta-analysis supports the widespread view in existing literature that managers' communication skills have a significant impact on employees' job satisfaction. The results underscore the importance of improving these skills, particularly in areas like feedback, listening, and non-verbal communication. Moreover, the findings highlight the

moderating role of gender and suggest that communication preferences may vary between male and female employees. These insights are valuable for organizations seeking to enhance employee satisfaction and foster a more productive work environment. Future studies should continue to explore the nuances of this relationship, particularly by considering other moderating factors such as organizational culture, leadership styles, and the specific challenges faced by employees in different sectors.

### ***Recommendations***

Practical recommendations can be made focusing on the variables of managers' communication skills and employees' job satisfaction based on the results to increase the level of efficiency and higher profitability of organizations and the optimal use of facilities, and human resources. However, the present study is mostly based on the methodological topic. Thus, this section presents important and practical recommendations related to this field to facilitate future studies to increase the level of information and knowledge available in this field. By setting new horizons in the field of managers' communication skills and employees' job satisfaction, these recommendations can open the way and show new perspectives for researchers and students. The studies conducted in this field suffer from geographical, environmental, geographical, cultural, and social dispersions. Each of these cases should be considered in the studies. Conducting this study is recommended in different geographical, cultural, and social conditions comparatively on experienced and new employees, females and males, people with different educational levels, different age groups, married and single employees, military and civilian, employee and worker, and a comparative study on the managers' communication skills with different educations, female and male, and experienced and new managers and

employees is recommended. Generally, conducting these studies individually and comparatively will lead to obtaining valid results since the tastes of people and the level of expectations and demands of employees and managers are different in different places and positions. The results of the meta-analysis indicated that increasing the training of communication skills in public and private offices will increase the satisfaction of the employees in the offices and organizations. Thus, it is recommended that managers of organizations should pay special attention to training middle managers to increase the level of verbal, listening, and feedback skills so the middle managers can increase the employees' job attitude, which includes the dimensions of job satisfaction and organizational commitment, sense of justice, and perceived support.

### ***Conclusion***

The results of the meta-analysis of the studies conducted in the field of managers' communication skills on employees' job satisfaction indicate that managers' communication skills (independent variable) affect the employees' job satisfaction (dependent variable). Results also showed that the managers' communication skills are directly and significantly associated with the employees' job satisfaction. By improving the managers' communication skills, the employees' job satisfaction also increases. Based on the results, most of the collected materials, including theses and articles in the field of managers' communication skills on the employees' job satisfaction suffer from validity problems, including measurement validity, sampling validity, statistical validity, and trustworthiness. These issues have not been addressed in the majority of studies and the studies that have mentioned this issue have provided insufficient information. Theoretical principles, experimental literature, errors, statistical assumptions, etc. were other problems of these studies. The collection of

previous studies and their meta-analysis in this study was done at the national level, and the managers of public and private organizations and organizations and researchers benefit from the results of this study. Thus, the results of the studies can be recommended to the researchers and managers of the organizations at the national level.

### **Conflict of Interest**

In this study, all efforts have been made to maintain impartiality and transparency throughout the data collection and analysis process. None of the researchers or the research team have any personal or financial interests related to the outcomes of this study that could influence the data analysis or interpretation of the results. All studies included in this meta-analysis have been sourced from reputable sources and are free from any financial or personal conflicts of interest. Furthermore, all actions have been conducted in accordance with research ethical standards and without any bias.

### **Authors' contribution**

Meisam Hasanpoor Haskooi and Mandana Saniee developed the study concept and design. Somayeh Tajik Esmaili and Leila Niroomand acquired the data. Meisam Hasanpoor Haskooi and Mandana Saniee analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

### **Informed consent**

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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