

# COMMUNICATION AND EMPLOYEE JOB SATISFACTION IN MTN ZONAL OFFICE ONITSHA, ANAMBRA STATE, NIGERIA

Nebolisa Chinwe Mikella<sup>1\*</sup>, Agazuma Lucky<sup>2</sup>

<sup>1</sup>Department of Business Education, Nwafor Orizu College of Education, Nsugbe, Anambra State, Nigeria

<sup>2</sup>Business Administration Department, Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State, Nigeria

\*Corresponding author, email: mikellaflo@gmail.com

doi: 10.17977/um066.v4.i3.2024.2

## Keywords

Communication

Employee Job Satisfaction

Two-Way Symmetrical

Communication Theory

## Abstract

This study investigated the effect of communication on employee job satisfaction at MTN Zonal Office, Onitsha, Anambra State, Nigeria. Specifically, the objectives were to evaluate the effect of communication channels on employee job satisfaction, examine the influence of technological communication tools on employee job satisfaction, and investigate the effect of internal communication on employee job satisfaction. Conceptual reviews indicated that effective communication channels enhance clarity and employee alignment with organizational goals, while technological tools foster efficiency and inclusivity. Internal communication fosters trust and collaboration, leading to higher job satisfaction. The study employed a survey research design with a sample size of 50 employees using a complete enumeration sampling technique. Data were collected through structured questionnaires and analyzed using multiple regression analysis. Findings revealed a significant positive relationship between communication channels and employee job satisfaction ( $B = 0.456$ ,  $p$ -value =  $0.001$ ), a significant influence of technological communication tools on employee job satisfaction ( $B = 0.527$ ,  $p$ -value =  $0.000$ ), and a significant effect of internal communication on employee job satisfaction ( $B = 0.374$ ,  $p$ -value =  $0.000$ ). The study concludes that communication is a critical factor in fostering job satisfaction. Recommendations include adopting advanced communication technologies, implementing regular feedback mechanisms, and conducting training programs to enhance communication effectiveness and employee engagement.

## 1. Pendahuluan

Effective communication has long been recognized as a cornerstone of organizational success, particularly in service-oriented industries where employee engagement and satisfaction are critical. Communication plays a vital role in ensuring that employees are well-informed, motivated, and aligned with organizational goals. According to Adeyemi and Olatunde (2020), organizations that prioritize open communication channels foster a sense of belonging among employees, which in turn enhances job satisfaction. In this context, the telecommunications sector, including MTN Nigeria, requires robust communication frameworks to manage its dynamic workforce. Employee job satisfaction hinges on the availability of clear and timely communication within the workplace. Organizations that invest in improving internal communication mechanisms tend to experience reduced employee turnover, increased productivity, and a stronger organizational culture (Ogunleye&Adeyinka, 2021). Communication, in its various forms—top-down, bottom-up, and lateral—is fundamental to addressing employee concerns and aligning individual goals with corporate objectives. MTN Zonal Office Onitsha, as a part of a leading telecommunications firm, provides an ideal setting to explore these dynamics.

Job satisfaction, which encompasses employees' emotional and psychological responses to their work environment, is influenced by numerous factors including effective leadership, recognition, and communication (Eze&Chukwu, 2022). Studies reveal that organizations with poor communication structures often encounter employee dissatisfaction, which manifests in reduced morale and productivity. As a result, telecommunication firms like MTN must pay special attention to how they

communicate organizational policies, operational changes, and performance expectations to their workforce. Moreover, technological advancements have altered how communication takes place within organizations. Tools such as email, instant messaging, and collaborative platforms have made it easier to share information. However, they have also introduced challenges such as information overload and miscommunication (Akinola&Akinyele, 2023). MTN Zonal Office Onitsha has a unique opportunity to leverage these tools effectively, ensuring that employees remain informed and engaged without feeling overwhelmed.

Communication gaps within an organization can have far-reaching implications for employee satisfaction and organizational performance. According to Olaniyan and Akinbode (2023), unresolved communication issues often lead to misunderstandings, conflicts, and mistrust, which negatively affect teamwork and productivity. Therefore, creating and maintaining effective communication systems is essential for organizations aiming to achieve long-term success. In the Nigerian telecommunications industry, characterized by rapid growth and intense competition, employee satisfaction has become a critical determinant of customer satisfaction and business sustainability (Adams & Yusuf, 2021). MTN Nigeria, as a major player, must continuously assess and improve its communication strategies to remain competitive. The Onitsha Zonal Office serves as a microcosm of the broader challenges and opportunities faced by the organization in this regard.

Research has shown that satisfied employees are more likely to exhibit higher levels of commitment and loyalty to their organizations (Nwafor&Ijeoma, 2022). This highlights the need for organizations to focus on communication as a tool for fostering job satisfaction and achieving organizational goals. By addressing communication gaps, MTN Zonal Office Onitsha can improve its work culture and create a more satisfying work environment for its employees. Against this backdrop, it is imperative to investigate the relationship between communication and employee job satisfaction in MTN Zonal Office Onitsha. This study will provide insights into the current state of communication within the organization and propose strategies for improvement, contributing to both academic knowledge and practical organizational development.

### **1.1. Statement of the Problem**

The main problem addressed in this study is the effect of communication on employee job satisfaction in MTN Zonal Office Onitsha, Anambra State. Despite MTN's position as a leader in the telecommunications sector, employees in the Onitsha Zonal Office have reported challenges related to unclear communication of policies, inadequate feedback mechanisms, and ineffective dissemination of information. These issues often result in misunderstandings, decreased motivation, and lower job satisfaction among staff. Specific problems include a lack of regular communication from management, which creates a gap between decision-making and implementation. Employees have also cited difficulties in accessing timely feedback on performance and career development.

Additionally, there are challenges related to the use of technological tools for communication, where some employees feel excluded or overwhelmed by excessive information sharing. To curb these specific problems, MTN can adopt strategies such as regular team meetings to enhance information flow, establishing clear feedback channels to address employee concerns, and providing training on the use of communication tools to ensure inclusivity and efficiency. Furthermore, fostering a culture of transparency and active listening can significantly improve communication and employee satisfaction. This study addresses the gap in understanding how communication practices influence employee satisfaction in a telecommunications context, particularly in a zonal office setting. By focusing on MTN Zonal Office Onitsha, this research will provide actionable recommendations for improving internal communication and enhancing job satisfaction among staff.

### **1.2. Objectives of the Study**

The broad objective of this study is to assess the effect of communication on employee job satisfaction in MTN Zonal Office Onitsha, Anambra State, Nigeria. The specific objectives are to:

1. Evaluate the effect of communication channels on employee job satisfaction in MTN Zonal Office Onitsha.

2. Examine the influence of technological communication tools on employee job satisfaction in MTN Zonal Office Onitsha.
3. Investigate the effect of internal communication on employee job satisfaction among staff in MTN Zonal Office Onitsha.

### 1.3. Research Questions

1. What is the effect of communication channels on employee job satisfaction in MTN Zonal Office Onitsha?
2. How do technological communication tools influence employee job satisfaction in MTN Zonal Office Onitsha?
3. What is the effect of internal communication on employee job satisfaction among staff in MTN Zonal Office Onitsha?

### 1.4. Research hypotheses

(H<sub>01</sub>): Communication channels have no significant effect on employee job satisfaction in MTN Zonal Office Onitsha.

(H<sub>11</sub>): Communication channels have a significant effect on employee job satisfaction in MTN Zonal Office Onitsha.

(H<sub>01</sub>) Technological communication tools have no significant influence on employee job satisfaction in MTN Zonal Office Onitsha.

(H<sub>11</sub>) Technological communication tools have a significant influence on employee job satisfaction in MTN Zonal Office Onitsha.

(H<sub>01</sub>) Internal communication has no significant effect on employee job satisfaction among staff in MTN Zonal Office Onitsha.

(H<sub>13</sub>): Internal communication has a significant effect on employee job satisfaction among staff in MTN Zonal Office Onitsha.

### 1.5. Review of Related Literature

**Concept of Communication:** Communication is the process through which information, ideas, and emotions are exchanged between individuals or groups to achieve shared understanding. It involves verbal and non-verbal means, including speech, writing, body language, and digital messaging. Effective communication is essential for organizational success as it ensures clarity, alignment of goals, and improved decision-making (Adeyemi&Olatunde, 2020). For employees, clear communication channels promote trust, job satisfaction, and engagement. In the workplace, communication serves multiple purposes, such as providing direction, resolving conflicts, and motivating employees. According to Eze and Chukwu (2022), poor communication can lead to misunderstandings, decreased productivity, and low morale among employees. Conversely, open and transparent communication builds a culture of mutual respect and accountability. Furthermore, communication is dynamic and contextual. What works in one setting may not be effective in another due to cultural differences, organizational structure, and technological adoption. In the view of Akinola and Akinyele (2023) they emphasized that organizations must adapt their communication strategies to meet the needs of a diverse workforce while leveraging technological advancements for inclusivity and efficiency. Communication within an organization is not limited to delivering instructions but also includes listening to employees and valuing their input. According to Olaniyan and Akinbode (2023), fostering two-way communication enhances employees' sense of belonging and contributes to job satisfaction. This underscores the importance of creating platforms that facilitate open dialogue in organizations such as MTN.

**Concept of Communication Channels:** Communication channels are the pathways through which information is transmitted within an organization. These channels can be formal, such as

memos, emails, and meetings, or informal, including casual conversations and social media interactions. The effectiveness of these channels depends on their clarity, accessibility, and appropriateness for the information being conveyed (Adebayo & Ogunleye, 2021). Formal communication channels are structured and hierarchical, ensuring accountability and record-keeping. However, they may lack the immediacy and personalization that informal channels offer. Informal communication channels, while flexible, can sometimes lead to information distortion if not managed properly (Ogunbiyi & Fadare, 2021). The choice of communication channel is influenced by factors such as the urgency of the message, the target audience, and the organizational culture. For instance, real-time channels like video conferencing are preferred for collaborative tasks, while written channels are more suitable for disseminating detailed information (Akinola & Akinyele, 2023). In MTN Zonal Office Onitsha, balancing these channels is crucial to meeting employee needs. In Eze and Nwankwo (2020) they highlighted that effective communication channels contribute significantly to job satisfaction by ensuring that employees receive timely, accurate, and relevant information. Organizations that neglect this aspect risk alienating their workforce and undermining their overall performance.

**Concept of Technological Communication:** Technological communication refers to the use of digital tools and platforms to facilitate information exchange in the workplace. This includes emails, instant messaging apps, video conferencing, and enterprise social networks. With the increasing digitization of work environments, technological communication has become indispensable for organizational success (Olaniyan & Akinbode, 2023). One of the primary advantages of technological communication is its ability to bridge geographical barriers, enabling seamless collaboration among remote teams. For instance, MTN leverages digital communication tools to connect its staff across various locations, promoting efficiency and inclusivity (Adebayo & Ogunleye, 2021). However, overreliance on these tools can lead to challenges such as information overload and digital fatigue. The adoption of technological communication tools must be accompanied by proper training to ensure that employees can use them effectively. According to Adams and Yusuf (2021), lack of familiarity with these tools can create barriers to communication and reduce employee satisfaction. Organizations must invest in continuous training and support to mitigate these issues. Technological communication is also evolving rapidly, with innovations like artificial intelligence and machine learning enhancing personalization and efficiency. Akinola and Akinyele (2023) argue that organizations that fail to keep up with these advancements risk falling behind in fostering effective communication and employee engagement.

**Concept of Internal Communication:** Internal communication refers to the exchange of information within an organization to align employees with its goals and foster a positive work environment. It encompasses all communication activities between management and staff, as well as among employees themselves (Eze & Chukwu, 2022). Effective internal communication is characterized by transparency, inclusivity, and consistency. It ensures that employees understand their roles, responsibilities, and the organization's objectives. According to Nwafor and Ijeoma (2022), internal communication serves as the backbone of employee engagement, influencing morale, productivity, and satisfaction. In MTN Zonal Office Onitsha, internal communication plays a critical role in addressing employee concerns and creating a cohesive work environment. Ogunbiyi and Fadare (2021) note that organizations that prioritize internal communication tend to have lower turnover rates and higher employee satisfaction. However, internal communication is not without its challenges. Miscommunication, lack of feedback, and insufficient engagement are common issues that can undermine its effectiveness. To address these challenges, organizations must adopt a proactive approach by creating feedback mechanisms and fostering a culture of open dialogue (Olaniyan & Akinbode, 2023).

**Concept of Employee Job Satisfaction:** Employee job satisfaction refers to the degree to which employees feel content and fulfilled in their work environment. It encompasses various factors, including compensation, work-life balance, career development opportunities, and organizational culture (Akinola & Akinyele, 2023). Communication is a key determinant of job satisfaction. Employees who receive timely and clear communication are more likely to feel valued and engaged in their roles. According to Adeyemi and Olatunde (2020), job satisfaction directly impacts employee performance, loyalty, and organizational success. Research has shown that organizations with high levels of job satisfaction tend to outperform their competitors in terms of productivity and customer satisfaction. For example, Eze and Chukwu (2022) highlight that satisfied employees are more likely

to provide exceptional service, contributing to the overall success of the organization. In the context of MTN Zonal Office Onitsha, addressing communication gaps can significantly enhance job satisfaction among staff. Strategies such as providing regular feedback, recognizing employee contributions, and fostering a positive work environment are critical to achieving this goal (Nwafor & Ijeoma, 2022).

## 1.6. Theoretical Framework

This study is anchored on the Two-Way Symmetrical Communication Theory, developed by James E. Grunig and Todd Hunt in 1984. This theory emphasizes the importance of balanced communication between organizations and their stakeholders, advocating for mutual understanding and collaboration. Grunig (1992) later refined the concept, positioning it as a critical framework for fostering effective communication within organizations. The theory underscores the necessity of a feedback-oriented communication approach, where both parties actively listen and adapt their strategies to achieve shared goals. The contributors to this theory, including Grunig and Hunt, highlighted its applicability across various domains, especially in organizational settings. They argued that symmetrical communication practices lead to better conflict resolution, enhanced trust, and improved satisfaction among stakeholders. In organizational environments, the theory is particularly relevant as it supports the creation of inclusive platforms where employees feel heard and valued, aligning with the study's focus on communication and job satisfaction. The relevance of this theory to MTN Zonal Office Onitsha lies in its ability to provide a structured approach to enhancing internal communication. By implementing two-way symmetrical communication, MTN can foster an environment of transparency and collaboration, where employees are both contributors to and beneficiaries of organizational dialogue. This approach directly impacts job satisfaction by ensuring that employees' concerns are acknowledged, and their inputs are integrated into decision-making processes, thereby promoting a sense of belonging and engagement.

## 1.7. Theoretical Exposition

**Effect of Communication Channels on Employee Job Satisfaction:** Communication channels play a critical role in shaping how employees interact with their organization and perform their roles. Formal channels, such as emails, memos, and official meetings, provide structure and ensure accountability. These channels are vital for maintaining professionalism and delivering important information clearly and consistently. Informal channels, on the other hand, such as casual conversations and social interactions, foster team bonding and improve employee morale. The combination of these channels creates a balanced communication ecosystem that supports both operational efficiency and interpersonal relationships (Adebayo & Ogunleye, 2021). Effective communication channels minimize misunderstandings and conflicts while enhancing clarity and transparency in the workplace. Employees who experience clear and open communication are more likely to feel valued and aligned with organizational goals. In MTN Zonal Office Onitsha, the availability of diverse communication channels ensures that employees at all levels have access to timely and accurate information, which is essential for fostering engagement and satisfaction. Moreover, balancing formal and informal communication channels is crucial to meeting the diverse needs of employees. Formal channels ensure that critical messages are delivered with precision, while informal channels create opportunities for social interaction and team cohesion. In the dynamic environment of MTN Zonal Office Onitsha, leveraging both types of channels can significantly enhance employee job satisfaction by addressing both professional and emotional needs.

**Influence of Technological Communication Tools on Employee Job Satisfaction:** Technological communication tools are pivotal in facilitating real-time collaboration and enhancing workplace efficiency. Tools such as emails, instant messaging platforms, and video conferencing enable employees to connect seamlessly, irrespective of their location. These tools not only improve information flow but also foster teamwork and productivity. However, as Adams and Yusuf (2021) highlight, excessive reliance on these tools can result in stress, digital fatigue, and a sense of disengagement among employees if not carefully managed. Organizations must strike a balance in their use of technological tools, ensuring that they enhance rather than hinder employee satisfaction. Providing training on the effective and responsible use of these tools can help employees optimize their benefits while avoiding potential pitfalls. At MTN Zonal Office Onitsha, regular training sessions and support systems can empower employees to use communication technology efficiently, reducing

the risk of overwhelm and promoting a more satisfying work experience. Additionally, adopting user-friendly and adaptable communication tools tailored to the organization's needs can further enhance their positive impact. By integrating these tools with employee workflows and creating clear guidelines for their use, MTN Zonal Office Onitsha can foster a technology-driven communication culture that supports productivity, collaboration, and overall job satisfaction. Balancing technological advancements with employee well-being remains a critical priority.

**Effect of Internal Communication on Employee Job Satisfaction:** Internal communication plays a pivotal role in fostering transparency and trust within organizations, forming the foundation for a positive work environment. Effective internal communication ensures employees are well-informed about organizational goals, policies, and their roles, which directly impacts their motivation and engagement levels. According to Eze and Chukwu (2022), organizations with strong internal communication systems report higher employee morale and enhanced productivity, as employees feel valued and included in decision-making processes. In the context of MTN Zonal Office Onitsha, establishing clear and consistent internal communication practices can significantly improve job satisfaction among staff. Regular feedback sessions provide employees with an opportunity to voice their concerns and receive constructive input, fostering a sense of belonging and collaboration. Open forums further create an inclusive environment, encouraging idea sharing and reducing misunderstandings that can arise from poor communication. Moreover, prioritizing internal communication can enhance trust between employees and management, reducing turnover and increasing loyalty. For MTN, adopting tailored strategies to address communication gaps, such as leveraging both digital platforms and in-person meetings, can promote a culture of openness. This not only supports employee satisfaction but also aligns with the organization's broader goals of operational excellence and employee engagement.

## 1.8. Empirical Review

Okafor, Udeh, & Nnamdi (2020) examined the relationship between internal communication and job satisfaction among bank employees in Southeast Nigeria. The study used a descriptive survey design with a sample of 250 respondents selected through stratified random sampling. Data were analyzed using regression analysis, revealing that effective internal communication significantly impacts job satisfaction by improving employee trust and collaboration. The study recommended regular communication training for managers to ensure transparency and engagement. Eze, Chukwu, & Okey (2021) analyzed the influence of communication channels on employee productivity in telecommunication companies in Nigeria. Using a survey of 300 employees across three states, the study employed Pearson correlation to test the hypotheses. Results indicated that digital communication tools like emails and instant messaging positively correlate with employee productivity and satisfaction. The study suggested integrating more technological communication platforms to enhance efficiency. Adebayo & Ogunleye (2021) studied the effect of workplace communication on employee engagement in manufacturing firms in Lagos State. The study utilized a mixed-method approach, with data collected from 200 respondents through questionnaires and interviews. Findings revealed that poor communication practices lead to reduced engagement and satisfaction levels. The study recommended adopting open communication policies and feedback mechanisms to improve employee experiences.

Chukwu & Nwankwo (2020) explored the role of technological communication tools in improving employee performance in the Nigerian banking sector. The study employed a sample of 150 employees from five banks in Anambra State. Findings from multiple regression analysis revealed a strong positive relationship between the use of advanced communication tools and employee performance. The study recommended continuous training on new communication technologies. Ogbu & Adeoye (2022) examined the impact of communication transparency on employee trust and job satisfaction in government parastatals in Abuja. Using a sample of 250 employees, the study found that transparent communication practices significantly enhance trust and satisfaction. It recommended adopting policies that ensure consistent and open information sharing within organizations. Nweke & Okonkwo (2021) investigated the effect of communication strategies on employee retention in SMEs in Enugu State. The study used a cross-sectional survey design with a sample size of 200 respondents. Findings indicated that poor communication strategies lead to high employee turnover, while effective strategies improve retention and satisfaction. The study advised SMEs to adopt feedback mechanisms and regular briefings.

Adams & Yusuf (2020) analyzed the role of internal communication on employee loyalty in multinational firms in Nigeria. Using a structured questionnaire distributed to 300 employees, the study revealed that effective internal communication enhances loyalty by fostering a sense of belonging. The study recommended leveraging internal communication platforms to strengthen employee loyalty. Udo & Ekong (2021) studied the relationship between technological communication and job satisfaction in educational institutions in Akwalbom State. A total of 150 respondents were surveyed using a Likert scale questionnaire. The study found that technology-based communication tools significantly improve satisfaction among academic and non-academic staff. Recommendations included providing adequate training on these tools. Chima & Adewuyi (2021) examined how feedback mechanisms impact employee morale in telecommunications firms in Nigeria. Using a sample of 200 employees, the study revealed that regular feedback increases morale and satisfaction. The study recommended instituting monthly feedback sessions to foster open communication. Owolabi & Adebayo (2020) assessed the effect of internal communication channels on organizational performance in oil and gas companies in Nigeria. With data from 180 respondents, the study showed that effective use of internal communication channels, such as newsletters and town hall meetings, significantly impacts employee satisfaction and organizational performance.

Kalu & Okoro (2020) explored the influence of communication practices on job satisfaction in the hospitality industry in Imo State. The study used a descriptive survey design with 150 employees. Findings indicated that clear and concise communication practices positively affect job satisfaction. It recommended training managers on effective communication skills. Adeoye & Ogunbiyi (2021) investigated the effect of internal communication on employee productivity in the manufacturing sector in Ogun State. The study employed a mixed-method approach with 200 respondents. Findings revealed that effective internal communication practices positively influence productivity and satisfaction levels. Ekene & Obinna (2020) studied the impact of workplace communication on team collaboration in Anambra State. Using data collected from 120 respondents, the study found that open communication channels enhance team collaboration and overall job satisfaction. The study recommended fostering a culture of open communication. Bello & Tijani (2021) analyzed the relationship between communication satisfaction and employee motivation in Nigerian SMEs. Using a quantitative approach, the study surveyed 200 employees. Findings revealed a significant positive relationship between communication satisfaction and motivation levels. The study suggested regular communication audits to identify and address gaps.

Okeke & Ifeanyi (2022) examined the impact of internal communication policies on employee retention in private universities in Nigeria. The study used a sample of 250 academic and administrative staff and employed multiple regression analysis. Results showed that effective internal communication policies significantly reduce employee turnover and enhance satisfaction. The study recommended implementing regular communication reviews to address employee concerns.

## 2. Method

The methodology for this study is designed to effectively evaluate the research objectives on the effect of communication on employee job satisfaction in MTN Zonal Office Onitsha, Anambra State, Nigeria. The study adopts a survey research design, which allows for the collection of detailed information directly from the target respondents. This approach is appropriate for understanding relationships between the variables and for generating quantitative data that can be subjected to statistical analysis. The research is conducted in MTN Zonal Office, Onitsha, a location selected due to its relevance as a hub for telecommunication activities and its significant workforce. The population for the study consists of all 50 employees in the office. A complete enumeration sampling technique was used, whereby the entire population serves as the sample size.

This approach ensures inclusivity and minimizes sampling bias, as it incorporates every member of the targeted population. Data collection is carried out using a structured questionnaire designed to capture relevant information on the research variables. The questionnaire includes sections addressing the communication channels, technological communication tools, internal communication, and their perceived effects on employee job satisfaction. The questions are tailored to gather quantitative data that can be analyzed statistically. The method of analysis employed for the study is multiple regression analysis. This statistical technique is chosen because it allows for

examining the relationship between multiple independent variables (communication channels, technological communication tools, and internal communication) and the dependent variable (employee job satisfaction). Multiple regression analysis provides insights into the extent to which each independent variable contributes to changes in employee job satisfaction.

### 3. Results and Discussion

#### 3.1. Questionnaire and Analysis

##### 3.1.1. Bio Data

Bio Data Variables	Categories	Frequency (n)	Percentage (%)
Gender	Male	30	60%
	Female	20	40%
Marital Status	Single	28	56%
	Married	22	44%
	Divorced	0	0%
Age Bracket	25–30 years	15	30%
	31–35 years	20	40%
	36–40 years	10	20%
	41 years and above	5	10%
Educational Qualification	OND/NCE	10	20%
	BSc/HND	25	50%
	MSc/MBA	12	24%
	PhD/Others	3	6%

The majority of respondents (60%) are male, while females make up 40%. Most employees (56%) are single, with 44% married, and none divorced. Respondents aged 31–35 years constitute the largest group (40%), followed by those aged 25–30 years (30%), with fewer in older age brackets. Educational qualifications indicate that most employees (50%) hold a BSc/HND, while 24% have MSc/MBA, 20% OND/NCE, and only 6% PhD/Others.

#### 3.2. Responses to Research Questions

Questionnaire Items	SA (%)	A (%)	U (%)	D (%)	SD (%)
Effect of Communication Channels on Employee Job Satisfaction					
Communication channels in the organization effectively address employee concerns.	50%	40%	4%	6%	0%
Accessible communication channels contribute to job satisfaction among employees.	46%	38%	8%	8%	0%
Influence of Technological Communication Tools on Employee Job Satisfaction					
Technological communication tools improve the speed and quality of information sharing.	60%	30%	4%	6%	0%
The use of technological communication tools has a positive impact on employee collaboration and satisfaction.	56%	36%	4%	4%	0%
Effect of Internal Communication on Employee Job Satisfaction					
Clear and effective internal communication fosters a sense of belonging among employees.	62%	30%	4%	4%	0%
Internal communication practices significantly enhance employee job satisfaction.	58%	36%	2%	4%	0%

The analysis reveals that the majority of respondents (90%) agree or strongly agree that communication channels effectively address concerns, with only 6% disagreeing. A significant number (84%) believe that accessible communication channels contribute to job satisfaction, while 8% are either undecided or disagree. Additionally, 90% of respondents affirm that technological tools improve information sharing, and 92% agree that these tools enhance collaboration among employees. Internal communication is also shown to foster a sense of belonging, with 92% of respondents supporting this view, and 94% agreeing that it improves job satisfaction. Overall, the findings demonstrate that effective communication channels, technological tools, and internal communication have a positive impact on employee job satisfaction in MTN Zonal Office, Onitsha.

### 3.3. Test of Hypothesis

The hypotheses testing using multiple regression analysis, the independent variables (communication channels, technological communication tools, and internal communication) were regressed on the dependent variable (employee job satisfaction). The sample size is 50 staff members from the MTN Zonal Office in Onitsha.

#### 3.3.1. Regression Output for Hypothesis 1

$H_{01}$ : Communication channels have no significant effect on employee job satisfaction in MTN Zonal Office Onitsha.

$H_{11}$ : Communication channels have a significant effect on employee job satisfaction in MTN Zonal Office Onitsha.

Coefficient	Standard Error	t-Statistic	p-Value
Constant	2.305	0.567	4.066
Communication Channels	0.456	0.122	3.738

The coefficient of communication channels (0.456) indicates a positive relationship with employee job satisfaction. The p-value (0.001) is less than 0.05, meaning communication channels have a statistically significant effect on employee job satisfaction. Therefore, we reject the null hypothesis ( $H_{01}$ ) and accept the alternative hypothesis ( $H_{11}$ ).

#### 3.3.2. Regression Output for Hypothesis 2

$H_{02}$ : Technological communication tools have no significant influence on employee job satisfaction in MTN Zonal Office Onitsha.

$H_{12}$ : Technological communication tools have a significant influence on employee job satisfaction in MTN Zonal Office Onitsha.

Coefficient	Standard Error	t-Statistic	p-Value
Constant	1.789	0.493	3.629
Technological Communication Tools	0.527	0.134	3.933

The coefficient for technological communication tools (0.527) suggests a positive relationship with employee job satisfaction. The p-value (0.000) is less than 0.05, indicating that technological communication tools significantly influence employee job satisfaction. Thus, we reject the null hypothesis ( $H_{02}$ ) and accept the alternative hypothesis ( $H_{12}$ ).

#### 3.3.3. Regression Output for Hypothesis 3

$H_{03}$ : Internal communication has no significant effect on employee job satisfaction among staff in MTN Zonal Office Onitsha.

$H_{13}$ : Internal communication has a significant effect on employee job satisfaction among staff in MTN Zonal Office Onitsha.

Coefficient	Standard Error	t-Statistic	p-Value
Constant	2.012	0.411	4.894
Internal Communication	0.374	0.089	4.202

The coefficient for internal communication (0.374) indicates a positive effect on employee job satisfaction. The p-value (0.000) is less than 0.05, signifying that internal communication has a statistically significant effect on employee job satisfaction. Therefore, we reject the null hypothesis ( $H_{03}$ ) and accept the alternative hypothesis ( $H_{13}$ ).

### **3.4. Discussion**

The results of the multiple regression analysis reveal that communication channels, technological communication tools, and internal communication each have a significant positive effect on employee job satisfaction at the MTN Zonal Office, Onitsha. This highlights the importance of effective communication systems and tools in fostering job satisfaction among employees. The result is in line with Okafor, Udeh, & Nnamdi (2020) examined the relationship between internal communication and job satisfaction among bank employees in Southeast Nigeria. The study used a descriptive survey design with a sample of 250 respondents selected through stratified random sampling. Data were analyzed using regression analysis, revealing that effective internal communication significantly impacts job satisfaction by improving employee trust and collaboration. The study recommended regular communication training for managers to ensure transparency and engagement. Furthermore Eze, Chukwu, & Okey (2021) analyzed the influence of communication channels on employee productivity in telecommunication companies in Nigeria. Using a survey of 300 employees across three states, the study employed Pearson correlation to test the hypotheses. Results indicated that digital communication tools like emails and instant messaging positively correlate with employee productivity and satisfaction. The study suggested integrating more technological communication platforms to enhance efficiency.

Likewise Adebayo & Ogunleye (2021) studied the effect of workplace communication on employee engagement in manufacturing firms in Lagos State. The study utilized a mixed-method approach, with data collected from 200 respondents through questionnaires and interviews. Findings revealed that poor communication practices lead to reduced engagement and satisfaction levels. The study recommended adopting open communication policies and feedback mechanisms to improve employee experiences. Also Chukwu & Nwankwo (2020) explored the role of technological communication tools in improving employee performance in the Nigerian banking sector. The study employed a sample of 150 employees from five banks in Anambra State. Findings from multiple regression analysis revealed a strong positive relationship between the use of advanced communication tools and employee performance. The study recommended continuous training on new communication technologies.

### **4. Conclusion**

This study examined the effect of communication on employee job satisfaction at MTN Zonal Office, Onitsha, Anambra State, Nigeria. Effective communication emerged as a critical factor influencing employee satisfaction, organizational trust, and workplace collaboration. Specifically, internal communication channels, technological communication tools, and transparency in communication processes significantly contributed to employees' overall morale and productivity. The findings underscore that well-structured communication strategies not only foster a positive work environment but also enhance organizational effectiveness by improving employee engagement and retention. Conversely, poor communication practices lead to dissatisfaction, reduced morale, and potential turnover. Therefore, organizations, particularly in the telecommunication sector, must prioritize communication as a strategic tool for achieving sustainable growth and employee satisfaction.

### **5. Recommendations**

Based on the findings of this study, the following recommendations are made:

#### **5.1. Enhancement of Internal Communication**

MTN Zonal Office, Onitsha, should institutionalize regular feedback mechanisms, such as town hall meetings and employee suggestion platforms. This will create opportunities for employees to voice concerns, thereby fostering trust and inclusion.

#### **5.2. Integration of Advanced Technological Communication Tools**

The organization should invest in modern communication technologies, including collaborative tools like Microsoft Teams and Slack, to improve efficiency and facilitate seamless interaction among employees, especially in a hybrid or remote work setting.

### 5.3. Training and Development on Communication Skills

Regular training programs should be conducted for managers and employees to enhance communication competencies. These programs should focus on active listening, clarity in message delivery, and managing cultural and linguistic diversity within the workplace.

### 5.4. Transparency in Communication Processes

MTN should adopt policies that promote open and honest communication, particularly in decision-making and conflict resolution processes. This will build employees' trust in management and enhance job satisfaction.

### 5.5. Continuous Monitoring and Evaluation

Periodic surveys and assessments should be conducted to gauge the effectiveness of the communication strategies and their impact on employee satisfaction. This will allow the organization to make data-driven adjustments and stay responsive to employee needs. By implementing these recommendations, MTN Zonal Office, Onitsha, can create a robust communication framework that enhances employee satisfaction, reduces turnover, and ultimately drives organizational success.

## References

- Adeyemi, K., & Olatunde, M. (2020). Communication and employee engagement: A case study of Nigerian firms. *African Journal of Management Studies*, 12(3), 45-61.
- Ogunbiyi, S., & Fadare, T. (2021). Enhancing workplace communication for employee satisfaction. *Journal of Business Communication*, 15(4), 67-83.
- Adams, T., & Yusuf, I. (2021). Employee satisfaction in Nigeria's telecommunications sector. *Journal of African Management Studies*, 7(2), 101-120.
- Eze, E., & Chukwu, C. (2022). Employee satisfaction and organizational communication. *International Journal of Business Studies*, 14(2), 55-73.
- Akinola, O., & Akinyele, D. (2023). Technological innovations in workplace communication. *Journal of Technological Advancement*, 11(1), 89-103.
- Olaniyan, A., & Akinbode, R. (2023). Communication gaps and employee morale. *Nigerian Journal of Organizational Development*, 9(3), 33-48.
- Nwafor, I., & Ijeoma, E. (2022). Employee loyalty and organizational communication. *African Journal of Human Resource Management*, 10(3), 67-82.
- Adeyemi, K., & Olatunde, M. (2020). Communication and employee engagement: A case study of Nigerian firms. *African Journal of Management Studies*, 12(3), 45-61.
- Ogunleye, S. A., & Adeyinka, B. T. (2021). The role of communication in fostering employee satisfaction: Insights from Nigeria. *Journal of Organizational Psychology*, 8(4), 23-40.
- Eze, E., & Chukwu, C. (2022). Employee satisfaction and organizational communication: Evidence from Nigerian service industries. *International Journal of Business Studies*, 14(2), 55-73.
- Akinola, O., & Akinyele, D. (2023). Technological innovations in workplace communication: Impacts on employee satisfaction. *Journal of Technological Advancement*, 11(1), 89-103.
- Olaniyan, A., & Akinbode, R. (2023). Communication gaps and employee morale in Nigerian firms. *Nigerian Journal of Organizational Development*, 9(3), 33-48.
- Adams, T., & Yusuf, I. (2021). Employee satisfaction in Nigeria's telecommunications sector: A critical analysis. *Journal of African Management Studies*, 7(2), 101-120.
- Nwafor, I., & Ijeoma, E. (2022). Employee loyalty and organizational communication in the Nigerian context. *African Journal of Human Resource Management*, 10(3), 67-82.