

The Relationship Between Employee Engagement and Employee Satisfaction

Ainaa Adibah

siti.mazwita@umwales.edu.my

International University of Malaya - Whales

ABSTRACT

This study investigates how different aspects of employee engagement influence employee satisfaction in public and private organizations in Kuala Lumpur and Selangor, Malaysia. Focusing on leadership role, recognition, and internal communication, the research gathered data from 200 respondents across various industries including finance, manufacturing, healthcare, education, and IT. Using SPSS for statistical analysis—such as descriptive statistics, correlation, and regression—the study ensured robust and reliable findings. Results revealed that recognition and internal communication have significant positive effects on employee satisfaction, while leadership role does not show a direct impact. These findings suggest that employees value consistent recognition and clear internal communication more than leadership presence alone. As a result, organizations are encouraged to implement structured recognition initiatives (like awards or praise) and improve communication channels (such as newsletters, town hall meetings, and feedback platforms). Additionally, leadership development should focus on enhancing recognition and communication skills. However, the study is limited by its geographic scope and sample size, which may not represent the broader Klang Valley region. Challenges in online data collection also affected the study. Despite these limitations, the research provides actionable insights into key drivers of employee satisfaction within Malaysian organizations.

Keywords: Employee Engagement, Employee Satisfaction., Internal Communication, Leadership Role, Recognition

INTRODUCTION

Employee satisfaction is a critical issue that initiates employee performance, achievement, and consistency throughout their job. It was found that globally 74% of employees claim to be satisfied with their jobs but among that percentage, only 20% of employees are passionate about their jobs (Job Satisfaction Statistics, 2023) and it was found that the global statistic of employee engagement slightly dropped to 60% compared to the previous year with 70% (Stange, 2020). A few factors affecting and contributing most to employee satisfaction globally are work-life balance, positive company culture, and benefits. It is discovered that

few employee engagements are required to lead to employee satisfaction. Employee engagement is directly tied to the accomplishment of any company since disengagement leads to a lack of motivation and engagement among employees. It has been consistently connected to beneficial job-related results, such as employees' motivation to do their tasks, which will lead to employee satisfaction.

Research Problem

Employee engagement has become a main concern for employers in organizations of a variety of industries. It has been discovered that there is a significant decline in employee engagement globally with the overall percentage of engaged

employees standing at 36%. Further, low employee engagement is caused by not enabling them to connect to their work. As mentioned above, it was found that the engagement of employees globally dropped slightly in 2022 to 60% compared to 2021 where it stood at 70%. This means that Malaysia is included in the disengagement of employees in the current year. Employee involvement in engagement activities is a serious issue in Malaysia, with only 11% of employees participating, 8% not participating, and the remaining 81% participating less in the recent year (Mustaffa, 2022). From the findings above, it can be concluded that there are several employee engagement contexts that lead to employee dissatisfaction. Hence, this research is developed to investigate:

- the lack of leadership integrity leads to low employee satisfaction
- the poor internal communication leads to poor employee satisfaction
- the low employee recognition by employers leads to poor employee satisfaction

Research Significance

Employee engagement is essential to retain employees and is a vital component of employee satisfaction since disengaged employees are more likely to leave their jobs. As employee engagement is influenced by many factors, this research will be a benefit for every employer who manages a business in Malaysia. This will help the employer to determine the relationship between employee engagement and its factors towards employee satisfaction, it appeared that engagement enables bringing more empathy, enthusiasm and a better consideration between employees and employers. Furthermore, engaged and satisfied employees are more likely to be motivated, committed, and productive, contributing positively to the company's bottom line. Insight into this relationship can help businesses create better workplace environments, which are crucial for attracting and retaining top talent. High levels of engagement and satisfaction reduce turnover rates and associated costs. More

than that, there are a lot of journals written on employee engagement and employee satisfaction. However, this study is found lack in the area of Malaysia business. Therefore, this research will contribute to adding knowledge of employee engagement and satisfaction in Malaysia's private and public organizations.

Research Scope

The study involved 200 respondents drawn from a variety of industries, including but not limited to technology, healthcare, education, finance, and manufacturing. This diverse sample will ensure a comprehensive analysis that can be generalized across different sectors. Data is collected using an online survey distributed through Google Forms. To reach a broad and diverse audience, the survey link is distributed via social media platforms such as Facebook, LinkedIn, and Twitter, as well as through messaging apps like WhatsApp. This approach facilitated the collection of data from respondents across different age groups, industries, and geographic locations. The study is conducted over a period of 4 months. This timeline includes time for survey design, distribution, data collection, data analysis, and the preparation of the final report.

Research Objectives

- To examine the impact of leadership on employee satisfaction.
- To investigate the relationship between recognition and employee satisfaction.
- To explore the role of internal communication in influencing employee satisfaction.

REVIEW OF LITERATURE

To help establish what is already known about the topic, the definitions, theories, models, and findings from previous studies that within 5 years are being reviewed. This foundation is crucial for understanding the current state of Malaysia's employee engagement and employee satisfaction, particularly in Selangor and Kuala Lumpur area, and also to identify gaps that the new research can address.

2.1 Employee Satisfaction

Hawthorne study by Elton Mayo in the late 1920s and early 1930s at the Western Electric Corporation Hawthorne facility in Chicago led to the initial development of the idea of employee satisfaction, which showed that employee emotions might affect their behavior at work (Djoemadi, 2019). Employees enter an interactive phase when they participate in their job, which includes difficulties, inspiration, and pride. Employee satisfaction is mostly influenced by the interaction mode of their job engagement (Kanika Garg, 2017). Employee satisfaction is one of the antecedents of employee engagement and it refers to the positive or negative characteristics of an employee's attitude towards their job. Highly engaged employees have a strong sense of belongingness with the organization, and employee turnover intention will be low (Bahani, 2013). Based on (Cheng, 2015) satisfaction survey of the firms under the Conference Board in the United States, around 48% of the employees in the country show that they are satisfied with their jobs. Dissatisfied have lower productivity, poor performance and job stress in the organization and they will not feel motivated towards the organization. A recent study by (Nadia Abdelhamid, 2023) found that work engagement significantly improves employee productivity and performance. The study highlights that employees who are highly engaged—exhibiting traits like vigor, dedication, and absorption—are more likely to be productive and perform well. This engagement is strongly linked to job satisfaction, which in turn positively impacts organizational outcomes, including reduced turnover and enhanced overall performance.

2.2 Leadership

Defining the term leadership has proven to be a difficult endeavor for scholars and researchers alike since there is a wide variance in the concept of leadership. According to Gary (Yukl, 2020), the term "leadership" was adapted from ordinary usage and incorporated into the technical vocabulary of a

scientific field. As a result, it has extra connotations that affect its meaning. (Stogdill, 1974) remarked on this leadership research, noting that there are nearly as many definitions of leadership as people trying to define it. However, one component that can be seen in all definitions is that it has to do with a person's capacity to influence the behaviors of followers or other people (Nidadhavolu, 2018). The relationship between leadership and employee satisfaction can be complex and multifaceted, especially given the varied definitions and interpretations of leadership. Leadership can influence the behavior of others. Leaders who can positively influence their followers' attitudes and behaviors often contribute to higher levels of employee satisfaction (Charles, 2015). This influence can manifest in various forms, such as providing clear direction, recognizing and rewarding achievements, and supporting professional development.

2.3 Recognition

Employee motivation would increase if their employers valued them in addition to compensating them. Employees will be more motivated if they are well-recognized by their managers. Recognizing employees' contributions to the organization mean that the employers are valuing and recognizing them as it is important in a business (Hussain, 2019). Employee recognition, according to (Odunayo, 2022), focuses on the workflow of the employee, particularly the creativity, innovation, and constant development they offer to their working practices. When people feel valued for their knowledge, abilities, skills, and the way they carry out their duties and resolve issues, they exhibit this sort of recognition in the workplace. Recognition is monetary-based and can be non-monetary as both are used to recognize employees. The relationship between recognition and employee satisfaction is rooted in the positive effects that recognition has on employees' motivation and well-being. When employers acknowledge and value their employees' contributions, it leads to increased motivation and job satisfaction (Hassan, 2017). Recognition can

be both monetary (such as bonuses or raises) and non-monetary (such as praise or awards). This acknowledgment makes employees feel valued for their skills, knowledge, and efforts, which enhances their satisfaction with their job and the organization.

2.4 Internal Communication

Organizations' capabilities are a result of their social organization-based character. Since it will increase employee satisfaction and productivity by employing verbal and non-verbal communication, organizations must comprehend that communicating with employees is a vital success element by employers and organizations as it is an enabler of providing support to employees for engagement (Jacobs, 2016). Internal communication aims to update employees regarding the organization's goals and policies and assist them to know their merits. Besides, it also facilitates decision-making, socialization, problem-solving, and task management. Relationships between groups of people and organizations are essential for their existence and operation, and managers should strive for a good relationship with their employees as a result of healthy internal communication (Vora, 2017). Employee job satisfaction is vital since it has a direct impact on the productivity and performance of the business. Thus, employers must ensure that their employees receive and comprehend their information. Effective communication helps employees understand organizational goals and policies, which can enhance their engagement and satisfaction. By providing verbal and non-verbal feedback, organizations can better support their employees, which contributes to increased satisfaction and productivity (Jeremiah Rogito, 2023).

2.5 Job Characteristics Model Hackman and Oldham – Leadership variable

The relationship between employee engagement and employee satisfaction is supported by several underpinning theories. Job Characteristics theory suggests that specific job characteristics can lead to

higher satisfaction and engagement by enhancing meaningfulness, responsibility, and knowledge of results (J. Richard Hackman, 1976). This seminal paper outlines the theory, which proposes that five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) affect three critical psychological states, leading to various personal and work outcomes, including job satisfaction and engagement.

Job characteristics model Hackman and Oldham

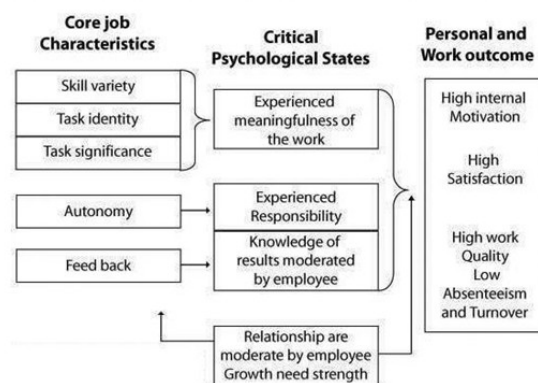


Figure 1 Job Characteristic Model Hackman and Oldham (1976)

The Job Characteristics Theory (JCT) relates to the leadership variable by emphasizing the role of leaders in designing and enriching jobs to enhance employee motivation, satisfaction, and engagement. Leaders influence how job characteristics such as autonomy, feedback, and task significance are structured within the organization. By fostering an environment where these characteristics are present, leaders can create more meaningful and responsible work experiences for employees. Effective leadership ensures that employees receive adequate feedback and have a clear understanding of their roles, thereby enhancing job satisfaction and engagement. Additionally, leaders play a critical role in communicating the significance of tasks and aligning them with the organization's goals, further motivating employees and making their work feel more purposeful. This theory provides a framework for understanding how specific job features contribute to positive work attitudes and behaviors (Griffin, 2014).

2.6 Social Exchange Theory – Recognition variable

This theory posits that positive interactions between employees and employers, such as recognition and support, foster a reciprocal relationship, increasing satisfaction and engagement. Social Exchange Theory is a concept in social psychology and sociology that explains social interactions in terms of exchange processes. It posits that individuals engage in social behavior with the expectation of receiving rewards or benefits and avoiding costs or punishments.

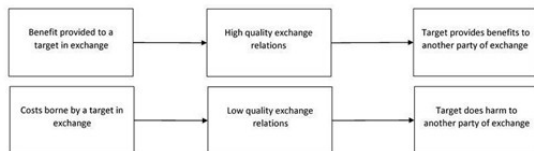


Figure 2: Social Exchange Theory by George Homans (1961)

In George Homans' *Social Behavior: Its Elementary Forms* (1961), Social Exchange Theory is articulated through the lens of economic principles applied to social interactions. Homans proposes that social behavior is fundamentally a form of exchange where individuals seek to maximize rewards and minimize costs. Homans argues that social behavior can be understood as an exchange process. People engage in interactions with the expectation that their actions will be reciprocated in some form, whether through tangible rewards (like money or goods) or intangible rewards (like approval or affection). In summary, Homans' Social Exchange Theory highlights that social behavior is driven by the pursuit of rewards and the avoidance of costs. Recognition plays a key role in this exchange process as an important form of social reward, influencing how individuals interact and adjust their behaviors based on social feedback (Bimal Chandra Nayak, 2020).

2.7 Maslow's Hierarchy of Needs – Internal Communication variable

This theory implies that meeting employees' needs, from basic to self-actualization, leads to satisfaction and engagement. Maslow's Hierarchy of Needs is a psychological theory proposed by Abraham Maslow, which outlines a tiered model of human needs. The theory suggests that individuals are motivated by a hierarchy of needs, starting from basic physiological requirements and advancing to higher-level psychological and self-fulfillment needs (Maslow, 1943).



Figure 3: Maslow's Hierarchy Needs (1943)

Internal communication refers to the exchange of information and messages within an organization or group (Downs, 2020). It encompasses how information is shared, how feedback is given, and how employees interact with one another. Effective internal communication helps address physiological and safety needs by ensuring that employees are well-informed about their roles, company policies, and safety procedures. Clear communication can alleviate concerns related to job security and organizational stability (Katzenbach, 2021). For love and belongingness needs, internal communication fosters a sense of community and connection among employees. Open and supportive communication channels contribute to a collaborative work environment, helping individuals feel valued and included (Welch, 2020). Maslow's Hierarchy of Needs and internal communication are interlinked in that effective communication within an organization supports the fulfillment of the various levels of needs

outlined by Maslow. By addressing basic needs and facilitating belongingness, esteem, and self-actualization through thoughtful communication practices, organizations can enhance employee satisfaction, engagement, and overall performance (Gillis, 2022).

2.8 Theoretical Framework

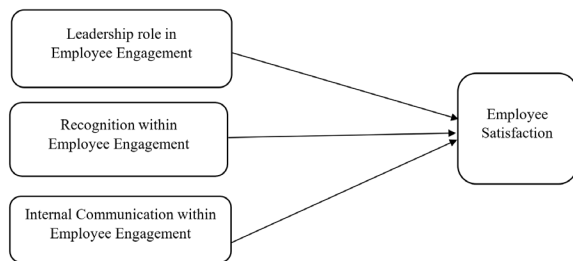


Figure 4: Theoretical Framework

Figure 4 above is the theoretical framework, displaying leadership, employee recognition and internal communication as the predictor variables, and employee satisfaction as the outcome variable for this study. This framework has been developed by relating to a few research studies from Job Characteristic Model Hackman and Oldham (1976), Social Exchange Theory by George Homans (1961) and Maslow's Hierarchy Needs (1943) - that help understand and support the hypotheses about the relationships between leadership roles, recognition, internal communication, and employee satisfaction.

The hypotheses are grounded in these theories. They collectively suggest that when employees experience supportive leadership, recognition, and effective communication, they are more likely to feel satisfied and fulfilled in their roles:

H1: Positive relationship between leadership roles and employee satisfaction

H2: Positive relationship between recognition and employee satisfaction

H3: Positive relationship between internal communication and employee satisfaction

3.0 MATERIALS AND METHODS

Primary data was used for this research study due to its reliability and accuracy. A questionnaire was utilized to collect the data, surveys, interviews, focus groups, and direct observation can be used to collect data. Compared to secondary data, it has higher reliability and accuracy. A questionnaire or survey was utilized to accumulate the data for this study, which is used to quantitatively define particular characteristics of a particular group. Primary data collection methods are easier to analyze and result in the collection of accurate data.

3.1 Questionnaire Development and Validity

This part consists of the development of questionnaires for each variable as well as the outcome variable and newly developed questions are displayed in the last part of this section.

3.1.1 Leadership Role in Employee Engagement

Instruments for the first variable were adopted from (Makera, 2018) consisting of 12 items used to measure leadership roles in employee engagement as shown in Table 1.

Table 1: Questionnaire Items for Leadership Variable

Variables	Questions/Items Description	References
Leadership	Leaders treat each subordinate as an individual with different needs, abilities, and aspirations	(Makera, 2018)
	Our leaders talk about the importance of mutual trust among members	
	Our leaders behave in a way that is consistent with the ideals and values he or she espouses	
	Our leaders talk with conviction about his/her values and ideals	
	Our leaders make personal sacrifices and go beyond self-interest for the benefit of the organization	
	Our leaders question traditional assumptions and beliefs about the best way to do things	
	Our leaders provide me with assistance in exchange for my effort	
	Our leader expresses satisfaction when I meet the expectation	
	Our leaders spend time teaching and coaching	
	Our leader's express confidence that goals will be achieved	
	Our leaders heighten my desire to succeed	
	Our leaders increase my willingness to try harder	

3.1.2 Recognition within Employee Engagement

Instruments for the second variable were adopted from (Wambui, 2019) consisting of 8 items used to measure recognition within employee engagement as shown in Table 2.

Table 2: Questionnaire Items for Recognition Variable

Variables	Questions/Items Description	References
Recognition	The organisation provides bonuses based on its achievement in every financial year.	(Makera, 2018; Wambui, 2019)
	Tangible rewards given to employees improves performance	
	A personal "Thank You" note from the management satisfies your being in the organisation	
	Generally, I am satisfied with my reward package in the organisation	
	Reward systems in the organisation support my ability to deliver high performance	
	Reward with special recognition by top management during meetings is appreciated	
	I am made to feel that I am an important part of the company through rewards	
	The company's benefits meet my needs	

3.1.3 Internal Communication within Employee Engagement

Instruments for the third variable were adopted from (Čuić Tanković, 2022) consisting of 6 items used to measure internal communication within employee engagement as shown in Table 3.

Table 3: Questionnaire Items for Internal Communication Variable

Variables	Questions/Items Description	References
Internal Communication	The company has regular employee appraisals where people discuss what the employees want	(Čuić Tanković et al, 2022)
	Managers interact formally and directly with employees to find out how to satisfy employees	
	Managers respect employees' suggestions and remarks	
	I am happy with the communication with my colleagues and managers	
	The information I obtained from the organisation is reliable	
	Internal communication in the organisation encourages productivity	

3.1.4 Employee Satisfaction

Instruments for the outcome variable were adopted from (Zikouridis, 2015) and (Čuić Tanković, 2022) consisting of 7 items used to measure employee satisfaction as shown in Table 4.

Table 4: Questionnaire Items for Employee Satisfaction Variable

Variables	Questions/Items Description	References
Employee Satisfaction	The amount of personal growth and development I get in doing my job	(Zikouridis, 2015)
	The feeling of worthwhile accomplishment I get from doing my job	
	I received feedback on how I am doing my task	
	I am satisfied with my current job	
	I am happy with my relationship with my colleagues and managers in the organisation.	
	I am satisfied with the career opportunities I have in the company	
	I'm satisfied with the amount and quality of information I get about the strategy and purpose of the company's business	

3.1.5 Newly Developed Questionnaire

Table 5: Newly Developed Questionnaire

3.1.5 Newly Developed Questionnaire

Section A – Demographic		
Variables	Questions/Items Descriptions	References
	Gender	(Makera, 2018)
	Age	
	Education Level	
	Working Experience	
	Position Level	
Section B – Leadership Roles		
Leadership	Leaders treat each subordinate as an individual with different needs, abilities, and aspirations	(Makera, 2018)
	Leaders behave in a way that is consistent with the ideals and values he or she espouses	
	Leaders assist in exchange for our efforts, such as teaching and coaching	
	Leaders express their satisfaction when I meet the expectation	
	Leaders express confidence that goals will be achieved	
Section C – Recognition		
Recognition	The organisation provides bonuses based on its achievement in every financial year	(Makera, 2018; Wambui, 2019)
	Tangible rewards given to employee improves performance	
	Reward systems in the organisation support my ability to deliver high performance	
	I am made to feel that I am an important part of the company through the rewards	
	Generally, I am satisfied with my reward package in the organisation	

Section D – Internal Communication		
Internal Communication	Managers respect employees' suggestions and remarks	(Čuić Tanković et al, 2022)
	I am happy with the communication with my colleagues and managers	
	Internal communication in the organisation encourages productivity	
	Managers interact formally and directly with employees to find out how to satisfy employees	
	The company has regular employee appraisals where people discuss what the employees want	
Section E – Employee Satisfaction		
Employee Satisfaction	I am satisfied with my current job	(Zikouridis, 2015; Čuić Tanković et al, 2022)
	I am satisfied with the career opportunities I have in the company	
	I received feedback on how I am doing my task	
	I am satisfied with the amount and quality of information I received about the strategy and purpose of the company's business	
	I received the feeling of worthwhile accomplishment I get from doing my job	

3.2 Target Population

According to the Department of Statistics Malaysia, in February 2023, the number of employed people continued to rise by 0.2 per cent and recorded 16.19 million people were employed. In this study, Krejcie and Morgan's (1970) sample size will be used to determine its sample size based on the statistics of population-employed people in the Klang Valley area. Moreover, this study will focus on the public and private organizations from various industries in the Klang Valley area where the number of people employed in that industry is approximately 9 million people employed for both private and public, hence, the target population will be around 200 – 300. The number of responses gained, not necessarily the number of questionnaires handed out, is reflected in the sample size.

3.3 Sample Size and Sampling Method

To facilitate the process of results generalization easier, the selected group or units must possess attributes with the whole target population (Wambui, 2019). Therefore, the sampling method will depend on it, which includes probability sampling and non-probability sampling. These two sampling methods include certain appropriate methods for the research study. The sample size, therefore, is 213 respondents based on the sampling

techniques with a probability of incomplete or damaged results of 50.

4.0 FINDINGS

This section defines the outcomes of the survey and the techniques used to analyze them. The sample size and results of the survey are reported. Data was collected from 213 respondents using Google Forms. The demographic data of the respondents were examined using descriptive analysis. The data were evaluated using IBM SPSS Statistics version 29. The findings of the data analysis are detailed in the sections that follow.

4.1 Demographic Analysis

The demographic analysis presented provides a detailed profile of the respondents based on gender, age, educational level, working experience, and position level. There is a higher representation of male respondents (59.6%) compared to female respondents (40.4%). This indicates a gender disparity among the respondents, with males being more represented in the study. The age distribution shows a relatively even spread across different age groups, with the largest group being respondents aged 31-36 years (28.2%), followed by those above 36 years old (27.7%). The younger age groups, 26-30 years (22.5%) and 20-25 years (21.6%), are also well-represented. This suggests a diverse age range among the respondents, potentially providing a broad perspective on the research topic. The majority of respondents hold a Diploma (51.2%) or a Bachelor's Degree (43.2%), with a smaller proportion having a Master's (4.7%) or Postgraduate qualification (0.9%). This distribution indicates that most respondents have at least a Diploma-level education, suggesting a relatively educated participant pool. The majority of respondents have 6-10 years of working experience (38%), followed by those with less than 5 years (25.8%) and those with over 15 years (24.4%). The smallest group is those with 11-15 years of experience (11.7%). This spread indicates a wide range of professional experience among the respondents, which can contribute to diverse

perspectives in the research findings. Nearly half of the respondents are at the Executive Level (46%), followed by Staff level (37.1%) and Managerial Level (16.4%). This indicates that a significant portion of the sample holds senior or executive positions, suggesting that the study may capture insights from those in higher-level roles within their organizations.

4.2 Descriptive Analysis

Table 6: Descriptive Analysis

	Descriptive Statistics						
	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
LR	213	19.86	2.667	-1.208	.167	3.496	.332
Recognition	213	18.83	2.852	-.851	.167	1.164	.332
IC	213	19.33	2.803	-1.034	.167	3.105	.332
Employee Satisfaction	213	17.39	3.188	-.447	.167	1.016	.332
Valid N (list-wise)	213						

The descriptive analysis provided includes key statistical measures such as the mean, standard deviation, skewness, and kurtosis for the variables: Leadership Roles (LR), Recognition, Internal Communication (IC), and Employee Satisfaction. Here's a breakdown and interpretation of these measures:

Mean Leadership Roles (LR): The mean score is 19.86, indicating the average perception of leadership roles among respondents. **Mean Recognition:** The mean score is 18.83, reflecting the average perception of recognition received by respondents. **Mean Internal Communication (IC):** The mean score is 19.33, representing the average perception of internal communication effectiveness. **Mean Employee Satisfaction:** The mean score is 17.39, indicating the overall level of employee satisfaction.

Standard Deviation measures the dispersion or variability of responses around the mean. LR (2.667), Recognition (2.852), IC (2.803), Employee Satisfaction (3.188). These values indicate that there is some variability in responses, with employee satisfaction having the highest variability among

the four variables. This suggests a wider range of responses for employee satisfaction compared to the other variables.

Skewness indicates the asymmetry of the distribution of responses. LR (-1.208), Recognition (-0.851), IC (-1.034), Employee Satisfaction (-0.447). All variables have negative skewness, indicating that the data distributions are left-skewed. This means that there are more responses on the higher end of the scale (greater agreement or satisfaction) and fewer lower scores.

Kurtosis measures the "tailedness" of the distribution, indicating whether the data are heavy-tailed or light-tailed relative to a normal distribution. LR (3.496), Recognition (1.164), IC (3.105), Employee Satisfaction (1.016). For LR and IC, the kurtosis values are above 3, indicating a leptokurtic distribution. This suggests that the data have more frequent extreme deviations (heavy tails). For Recognition and Employee Satisfaction, the kurtosis values are above 1 but below 3, suggesting a distribution that is still somewhat peaked but not as extreme as the others.

Overall, the descriptive statistics reveal that respondents generally perceive leadership roles, recognition, and internal communication positively, and this positively correlates with employee satisfaction, although there is some variability in the data. The negative skewness across all variables suggests that the majority of respondents rated these aspects positively, which may indicate a generally positive organizational climate.

4.3 Reliability Test

Table 7: Reliability Test Using Cronbach Alpha

Variables	Cronbach Alpha Values	Status
Leadership Roles	0.792	Acceptable
Recognition	0.792	Acceptable
Internal Communication	0.798	Acceptable
Employee Satisfaction	0.808	Good

All variables have Cronbach's Alpha values greater than 0.7, indicating acceptable to good internal consistency. This suggests that the measurement scales used for these variables are reliable for assessing the corresponding constructs in this study.

4.4 Regression

Table 8: Multiple Regression Analysis

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.668 ^a	.446	.438	2.389	1.725

a. Predictors: (Constant), IC, LR, Recognition
b. Dependent Variable: Employee Satisfaction

The Multiple Regression Analysis summary provides insights into the relationship between the predictors (Independent Variables) and the dependent variable. Below is the conclusion based on the results.

R (Correlation Coefficient): The value of $R = 0.668$ indicates a strong positive correlation between the independent variables (Internal Communication, Leadership Roles, and Recognition) and the dependent variable (Employee Satisfaction). This suggests that the predictors together have a significant positive relationship with employee satisfaction.

R Square (Coefficient of Determination): The $R^2 = 0.446$ indicates that approximately 44.6% of the variance in Employee Satisfaction can be explained by the three independent variables (IC, LR, Recognition). This value shows that the model has a moderate explanatory power.

Adjusted R Square: The Adjusted $R^2 = 0.438$ accounts for the number of predictors in the model and provides a more accurate measure of the goodness of fit. This value is slightly lower than R^2 , suggesting that while the model explains a substantial portion of the variance, some of it could be due to the number of predictors included.

Std. Error of the Estimate: The standard error of the estimate (2.389) provides a measure of the average distance that the observed values fall from the regression line. A lower value would indicate that the data points

are closer to the regression line, suggesting a better fit.

Durbin-Watson: The Durbin-Watson statistic (1.725) tests for the presence of autocorrelation in the residuals from a regression analysis. The value close to 2 suggests that there is little to no autocorrelation present, indicating that the residuals are independent.

Overall, the regression model demonstrates a significant positive relationship between the independent variables (Internal Communication, Leadership Roles, and Recognition) and Employee Satisfaction. The model explains 44.6% of the variance in Employee Satisfaction, suggesting a moderate level of explanatory power. Additionally, the analysis indicates that the residuals are independent, supporting the validity of the model's results. Overall, the predictors are important factors contributing to employee satisfaction within the studied context.

4.5 Hypotheses Testing

Table 9: Coefficient Regression Analysis for Hypotheses Testing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.036	1.329		.779	.437
	LR	.134	.087	.112	1.537	.126
	Recognition	.208	.082	.186	2.542	.012
	IC	.506	.086	.444	5.891	<.001

a. Dependent Variable: Employee Satisfaction

Constant (Employee Satisfaction):

$$B=1.036, \beta = 0.779, \sigma = 0.437$$

The constant is not statistically significant, as indicated by the p-value greater than 0.05. This value represents the predicted value of Employee Satisfaction when all independent variables are zero.

Leadership Roles (LR):

$$\beta = 0.134, \text{Std. Error} = 0.087, \text{Beta} = 0.112, \sigma = 1.537, \sigma = 0.126$$

The coefficient for LR is not statistically significant ($p > 0.05$), indicating that there is

insufficient evidence to conclude that Leadership Roles have a significant effect on Employee Satisfaction in this model. Therefore, Hypothesis H1 is not supported.

Recognition:

$\beta = 0.208$, Std. Error = 0.082, Beta = 0.186, $t = 2.542$, $p = 0.012$

The coefficient for Recognition is statistically significant ($p < 0.05$), suggesting a positive effect on Employee Satisfaction. For every one-unit increase in Recognition, Employee Satisfaction increases by 0.208 units. Thus, Hypothesis H2 is supported.

Internal Communication (IC):

$\beta = 0.506$, Std. Error = 0.086, Beta = 0.444, $t = 5.891$, $p < 0.001$

The coefficient for IC is statistically significant ($p < 0.05$), indicating a strong positive effect on Employee Satisfaction. For every one-unit increase in IC, Employee Satisfaction increases by 0.506 units. Therefore, Hypothesis H3 is supported.

Hypothesis H1 (There is a positive significant relationship between leadership roles and employee satisfaction) is NOT SUPPORTED by the data, as the effect of leadership roles on employee satisfaction is not statistically significant.

Hypothesis H2 (There is a positive significant relationship between recognition and employee satisfaction) is SUPPORTED. Recognition positively and significantly affects employee satisfaction.

Hypothesis H3 (There is a positive significant relationship between internal communication and employee satisfaction) is SUPPORTED. Internal communication has a strong positive and significant effect on employee satisfaction.

5.0 DISCUSSION AND CONCLUSION

The study's findings indicate that leadership roles have a weak relationship with employee satisfaction. Since there is no significant correlation between leadership and employee satisfaction, the

interpretation for this variable is rejected with a p-value of 0.126, which is above 0.05, and a beta coefficient of 0.112. This result does not agree with that of (Awlachew, 2019), whose study found a significant relationship between leadership roles and employee satisfaction, and therefore does not agree with the result of this study.

According to the findings of the study, there is a significant positive relationship between recognition and employee satisfaction. With a p-value less than 0.05 and a beta coefficient score of 0.186, the interpretation for this variable is accepted since there is a significant correlation between recognition and employee satisfaction. This finding is similar to the findings of previous research by (Mounika, 2021), which indicated a significant relationship between recognition and employee satisfaction, and therefore with the findings of this study.

The study found that internal communication has a significant relationship with employee satisfaction in both private and public businesses. According to (Fernandez, 2023), efficient internal communication has a considerable beneficial impact on employee satisfaction. The results also indicate that internal communication satisfies employees as they mostly agreed that they received suggestions and comments from the employer. With a p-value of < 0.001 and a beta coefficient of 0.444, the interpretation is accepted for this variable where there is a significant positive relationship with employee satisfaction.

There are some recommendations that the researcher would like to bring up for future researchers. First, this research study focuses on a limited number of respondents, 213 respondents from a variety of industries, which is a general target audience for the group. For future research studies, a specific target group and industry should be more appropriate to study the relationship instead, which may limit the scope of the studies, as the larger group of respondents may indicate a larger number of the results. Other than that, a specific

position to focus on for future studies should be considered as it will limit the data outcomes. The data can be sorted and studied in-depth concerning a specific target group, as the research can focus on them. Aside from focusing on a specific group, the topic for future research studies should be more specific. Instead of focusing only on the relationship between employee engagement and variables related to employee satisfaction, future researchers can choose other topics that focus on employee satisfaction.

Additionally, this is also considered when selecting a better variable for the study. Because the leadership variable in this study had no significant relationship with employee satisfaction, future researchers could conduct further research on how leadership roles can act as a mediator between employee engagement and employee satisfaction with better support from journals. The researcher believes that leadership is an important factor in improving employee engagement. Therefore, future studies could analyze how leadership mediates the relationship between employee engagement and employee satisfaction. Training and development can be a mediator of employee engagement towards employee satisfaction, as evidenced by (Makera, 2018) study. Training and development have a positive effect on employee engagement towards employee satisfaction. Finally, there is a possibility that the instruments utilized in this study for the leadership variable are not reliable, so the dependability and validity of this research study are not accepted, perhaps the instruments for this variable need to be changed and the results are accepted along with supporting journals. Selecting the appropriate research instrument is crucial since it may save data collection time and yield more accurate study findings.

REFERENCES

- Awlachew, K. (2019). Assessment The Effect Of Leadership Style On Employees' Job Satisfaction: The Case Of Kirkos Sub City Education Office Addis Ababa . Doctoral Dissertation, St. Mary's University.
- Bahani, S. A. (2013). The Relationship between Job Satisfaction and Job Performance: A Sase Study of a Malaysian Electronic Organization. Kuantan, Pahang, Malaysia: Universiti Malaysia Pahang.
- Bimal Chandra Nayak, G. K. (2020). Social Recognition and Employee Engagement: The Effect of Social Media in Organizations. *International Journal of Engineering Business Management*.
- Charles, D. (2015). Effects of Servant Leadership on Satisfaction with Leaders: Inclusion of Situational Variables. *Emerging Leadership Journeys*.
- Cheng, B. K. (2015). Job Satisfaction: A Lot More Jobs – A Little More Satisfaction.
- Čuić Tanković, A. B. (2022). Internal Communication and Employee Satisfaction in Hospitality. *Management: Journal of Contemporary Management Issues*.
- Djoemadi, F. R. (2019). The Effect of Work Satisfaction on Employee Engagement. *Polish Journal of Management Studies*, 19.
- Downs, C. W. (2020). *Assessing Organizational Communication: Strategic Communication Audits*. SAGE Publications.
- Fernandez, E. S. (2023). The Importance of Internal and External Communication in Increasing Knowledge and Loyalty of Employees in Malaysia. *Library OUM, Kuala Lumpur*.
- Gillis, M. L. (2022). Linking Communication Practices to Employee Engagement: A Maslow's Hierarchy Perspective. *Journal of Organizational Psychology*.
- Griffin, M. A. (2014). *Organizational Behavior: Managing People and Organization*. Cengage Learning.
- Hassan, M. S. (2017). The Impact of Employee Recognition on Job Satisfaction and Motivation: A Study of the Egyptian Tourism Sector. *Minia Journal of Tourism and Hospitality Research*.
- Hussain, S. D. (2019). Impact of Employees' Recognition, Rewards and Job Stress on Job Performance. *SEISENSE Journal of Management*, 69-82.
- J. Richard Hackman, G. R. (1976). *Motivation through the Design of Work: Test of a Theory*. Academic Press Inc.
- Jacobs, M. A. (2016). The Effect of Internal Communication and Employee Satisfaction on

- Supply Chain Integration. *International Journal of Production*, 171.
- Jeremiah Rogito, K. M. (2023). The Art and Act of Providing Feedback at the Workplace: Effective Feedback for Positive Results. *Pan-African Journal of Education and Social Sciences (PAJES)*, 49-56.
- Job Satisfaction Statistics. (2023, June 22). Retrieved from Market Splash: <https://marketsplash.com/job-satisfaction-statistics/>
- Kanika Garg, I. A. (2017). Job Satisfaction and Work Engagement: A Study Using Private Sector Bank Managers. *Advances in Developing Human Resources*.
- Katzenbach, J. R. (2021). *The Wisdom of Teams: Creating the High-Performance Organization*. HarperBusiness.
- Makera, A. R. (2018). Factors Influencing Employee Engagement in the Federal University of Technology Minna, Nigeria.
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*.
- Mounika, A. (2021). Impact of Reward and Recognition On Employees' Performance. *International Journal of Creative Research Thoughts (IJCRT)*.
- Mustaffa, A. L. (2022). Employee Engagement During COVID-19 in Malaysia. *Frontiers in Sociology*.
- Nadia Abdelhamid, A. A. (2023). Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society. *MDPI*.
- Nidadhavolu, A. (2018). Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India. *Masters Theses & Specialist Projects*.
- Odunayo, H. A. (2022). Effect of Organizational Reward System on Employee Performance in Selected Hotels in Lagos Metropolis, Nigeria. *Saudi J Bus Management Studies*, 206-221.
- Paska, Y. A. (2023). Comparative Study on Employee Engagement and Job Satisfaction Level. *Journal of Management and Business Environment*.
- Stange, J. (2020, February 6). Future of Work. Retrieved from Quantum Workplace: <https://www.quantumworkplace.com/future-of-work/employee-engagement-statistics-that-impact-business>
- Stogdill, R. M. (1974). *Handbook of Leadership: A Survey of Theory and Research*. New York: Free Press.
- Vora, N. &. (2017). Importance of Internal Communication: Impact on Employee Engagement in Organizations. *Symbiosis Pune*, 29-38.
- Wambui, W. A. (2019). Influence of Employee Engagement on Job Satisfaction: A Case Study of M.P Shah Hospital.
- Welch, M. &. (2020). Rethinking Internal Communication: A Case Study Approach. *Journal of Communication Management*.
- Yukl, G. (2020). *Leadership in Organizations*. Pearson Education.
- Zikouridis, F. (2015). Employee Engagement and Job Satisfaction: A Research between Their Relationship in Real Context.