

Impact of Managerial Communication Quality on Job Satisfaction in Remote Work Areas

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Abstract

Remote work has reshaped employee and manager interactions, making effective communication a critical determinant of employee satisfaction. This study examines the impact of managerial communication quality on job satisfaction among employees working in remote environments. The primary objective was to assess how clarity, responsiveness and feedback practices from managers influence employees' satisfaction levels and to determine whether organizational support strengthens this relationship. Data were collected from 210 remote employees across service sector organizations in Pakistan using a structured questionnaire. Participants were assured of confidentiality and voluntary participation and the survey was administered over several weeks.

The findings revealed a strong positive relationship between managerial communication quality and job satisfaction ($\beta = 0.58$; $p < 0.001$), supporting the first hypothesis. Results also showed that organizational support significantly moderated this relationship ($\beta = 0.21$; $p = 0.003$), indicating that when organizations provide adequate resources, guidance and emotional support, the positive effect of communication improves further. The third hypothesis, which proposed that employees with high perceived communication clarity report greater satisfaction than those experiencing poor communication, was also supported, with mean score comparisons showing a significant difference ($t = 7.82$; $p < 0.001$).

Employees who frequently used these tools experienced stronger communication effects and higher engagement, demonstrating that digital communication technologies play an essential role in enhancing remote work experiences. Descriptive results indicated that 72% of respondents felt that effective communication reduced feelings of isolation, while 68% agreed that regular feedback increased their motivation.

Overall, the study highlights that effective managerial communication not just frequency, but clarity, empathy and feedback quality is essential in maintaining satisfaction within remote teams. The results underscore the importance of structured communication strategies, technology enabled interaction and supportive policies to foster a positive remote work environment. These findings contribute to organizational behavior and provide practical implications for managers navigating remote or hybrid workforces.

Keywords: Managerial Communication Quality, Job Satisfaction, Remote Work, Digital Communication Tools, Employee Engagement, Organizational Support, Virtual Workforce Management

Introduction

Background of the Study

Remote work has rapidly become a central component of modern organizational structures, accelerated by technological advancements and global changes in work patterns. As employees shift to remote work areas, traditional methods of supervision, coordination and interpersonal interaction have evolved, placing greater emphasis on managerial communication as a key driver of employee experiences. High quality communication characterized by clarity, accuracy, responsiveness, transparency and emotional support has been identified as one of the most critical managerial competencies in remote contexts (Ali & Anwar, 2020). In environments where face to face interactions are limited, communication becomes the primary mechanism through which managers provide direction, support performance and maintain work relationships.

Introduction

Remote work environments rely heavily on digital communication channels such as email, video conferencing and instant messaging. This shift increases the likelihood of misunderstandings, delays and communication fatigue if managers do not adopt effective communication practices (Brière et al., 2015). The quality of managerial communication therefore plays a significant role in shaping how employees perceive their tasks, roles and contributions. Research has shown that communication that is supportive, timely and consistent improves trust and reduces uncertainty factors that are especially important in geographically dispersed teams (Turner & Zolin, 2012).

Job satisfaction reflects employee's emotional and cognitive evaluation of their job experiences. Satisfied employees are more productive, more committed and less likely to leave their organizations (Nixon et al., 2012). In remote work areas, where individuals may experience isolation, blurred work life boundaries and reduced informal interactions, the role of communication becomes even more prominent. Clear communication from managers can strengthen employee confidence, reduce ambiguity and enhance morale (Zafar & Naveed, 2020).

Previous studies have established that communication quality is associated with improved workplace attitudes, organizational commitment and team performance. In

remote work contexts, effective communication creates psychological safety, supports collaboration and reinforces employees' feelings of value and recognition. Moreover, communication quality has been linked with positive emotional experiences, which directly contribute to job satisfaction (Hussain & Yousaf, 2022).

Research Objectives

To examine the overall quality of managerial communication in remote work areas

To determine the level of job satisfaction among employees working remotely

To assess the impact of managerial communication quality on job satisfaction in remote work areas

To provide recommendations for improving managerial communication practices to enhance job satisfaction in remote teams

Research Questions

What is the current level of managerial communication quality experienced by employees in remote work areas?

What is the level of job satisfaction among remote employees?

How does managerial communication quality influence job satisfaction in remote work contexts?

What communication practices can managers adopt to improve job satisfaction in remote teams?

Problem Statement

The expansion of remote work has reshaped managerial responsibilities, making effective communication a critical element for maintaining employee satisfaction. However, many organizations struggle to ensure consistent, clear and supportive communication in remote work areas due to limited face to face interaction, reliance on digital channels and increased communication barriers. As a result, employees may experience uncertainty, reduced motivation and dissatisfaction with their jobs.

Although prior studies have examined leadership, organizational culture and general communication patterns, limited empirical research specifically investigates how managerial communication quality influences job satisfaction in remote work contexts. This research aims to address this gap by examining the extent to which the quality of managerial communication affects job satisfaction among employees working remotely.

Research Gap

Despite the increasing relevance of remote work, limited empirical research has focused on how managerial communication quality influences job satisfaction specifically within remote work areas. Much of the existing literature addresses general communication, leadership behavior or organizational culture, without isolating the remote context.

This study seeks to fill this gap by examining the direct impact of managerial communication quality on job satisfaction among remote employees.

Hypotheses

H₁: Managerial communication quality has a significant positive effect on employee job satisfaction in remote work environments.

H₀: Managerial communication quality has no significant effect on employee job satisfaction in remote work environments.

H₂: Timely and transparent communication from managers significantly enhances employees' perceived organizational support in remote work environments.

H₀: Timely and transparent communication from managers does not significantly influence employee's perceived organizational support in remote work environments.

H₃: The use of interactive communication tools significantly moderates the relationship between managerial communication quality and employee job satisfaction in remote work environments.

H₀: The use of interactive communication tools does not moderate the relationship between managerial communication quality and employee job satisfaction in remote work environments.

Literature Review

Remote work has transformed traditional organizational dynamics, making managerial communication a critical factor for employee satisfaction and performance. Employees in remote work areas rely heavily on effective communication to understand tasks, receive guidance and maintain motivation. Ineffective communication can lead to misunderstandings, stress and decreased job satisfaction, highlighting the need for managers to adopt clear, timely and supportive communication practices.

Managerial Communication Quality

Managerial communication quality refers to the clarity, accuracy, responsiveness and effectiveness with which managers communicate with employees. High quality communication enhances understanding, reduces ambiguity and strengthens employee trust (Clampitt & Downs, 2017). In remote work areas, communication becomes even more critical because employees rely on digital channels rather than face to face interactions (Ford et al., 2020). Research shows that when employees receive timely and transparent communication from managers, they feel more supported and confident in their roles (Men & Yue, 2019).

According to Raina & Roebuck, 2016, the Social Exchange Theory, employees reciprocate positive managerial communication with greater commitment and satisfaction. Studies further indicate that effective communication improves employee morale and reduces turnover intention.

Job Satisfaction in Remote Work Areas

Job satisfaction represents the degree to which employees feel fulfilled and content with their job roles, responsibilities and work environment (Spector, 2017). Numerous studies have found communication to be one of the strongest predictors of job

satisfaction, especially when employees rely heavily on managerial guidance. In remote work areas, satisfaction is influenced not only by communication but also by perceived autonomy, work life balance and technological support (Choi, 2020). Remote work literature emphasizes that employees who feel connected, informed and valued through communication are more satisfied with their jobs. High quality managerial communication helps reduce uncertainties related to workload, expectations and performance evaluation, which otherwise negatively affect satisfaction. Therefore, job satisfaction is closely tied to the communication processes managers use to support employees working remotely (Golden & Fromen, 2011).

Interactive Communication Tools in Remote Work Areas

Interactive communication tools include digital platforms such as Zoom, Microsoft Teams, Google Meet, Slack and WhatsApp that facilitate real time communication and collaboration (Leonardi, 2021). These tools help bridge communication gaps by allowing synchronous and asynchronous interaction, enabling managers to deliver timely support and feedback.

Baker et al., 2020 indicated that employees who frequently use interactive communication tools experience stronger communication bonds, higher engagement and improved job satisfaction. Tools that support video conferencing, messaging and file sharing help replicate face to face interactions, reducing feelings of isolation among remote workers. These technologies also support teamwork, collective decision making and problem solving in distributed work environments.

Relationship between Managerial Communication and Job Satisfaction

The relationship between managerial communication and job satisfaction has been widely documented. Research indicates that communication clarity, consistency and openness strongly predict job satisfaction. In remote areas, the dependence on managerial instructions increases, making communication an even more influential factor (Han & Beyerlein, 2016). Employees who receive effective communication develop a stronger sense of belonging and feel more valued, which enhances job satisfaction. Conversely, poor communication leads to frustration, role ambiguity and dissatisfaction. Several studies have confirmed that communication is among the top variables influencing satisfaction in virtual teams (Panteli & Dawson, 2019).

Moderating Role of Interactive Communication Tools

Interactive communication tools can strengthen or weaken the relationship between managerial communication and job satisfaction. When employees have access to efficient tools, communication is more timely, structured and collaborative, leading to better work experiences (Ruiller et al., 2019).

Studies reveal that communication tools reduce barriers associated with distance, improve interpersonal understanding and enable ongoing interaction. Employees using interactive tools report higher satisfaction because they experience more continuous contact with managers, reducing feelings of isolation in remote work (Gilson et al., 2021).

Conceptual Framework

This study is grounded in Social Exchange Theory (SET), which posits that positive actions by managers such as clear, timely and supportive communication create reciprocal positive responses from employees (Denison, 2000). In remote work areas, where face to face interaction is limited, managerial communication quality becomes a critical factor influencing employee perceptions, motivation and job satisfaction.

The conceptual framework focuses on three main constructs:

Managerial Communication Quality (Independent Variable): Includes clarity, responsiveness, transparency, frequency of communication and feedback effectiveness.

Job Satisfaction (Dependent Variable): Represents employee's contentment with their job roles, managerial support and work environment.

Interactive Communication Tools (Moderator): Digital platforms (Zoom, Teams, Slack, etc.) that enhance communication effectiveness and strengthen the impact of managerial communication on job satisfaction.

Relationships in the Framework

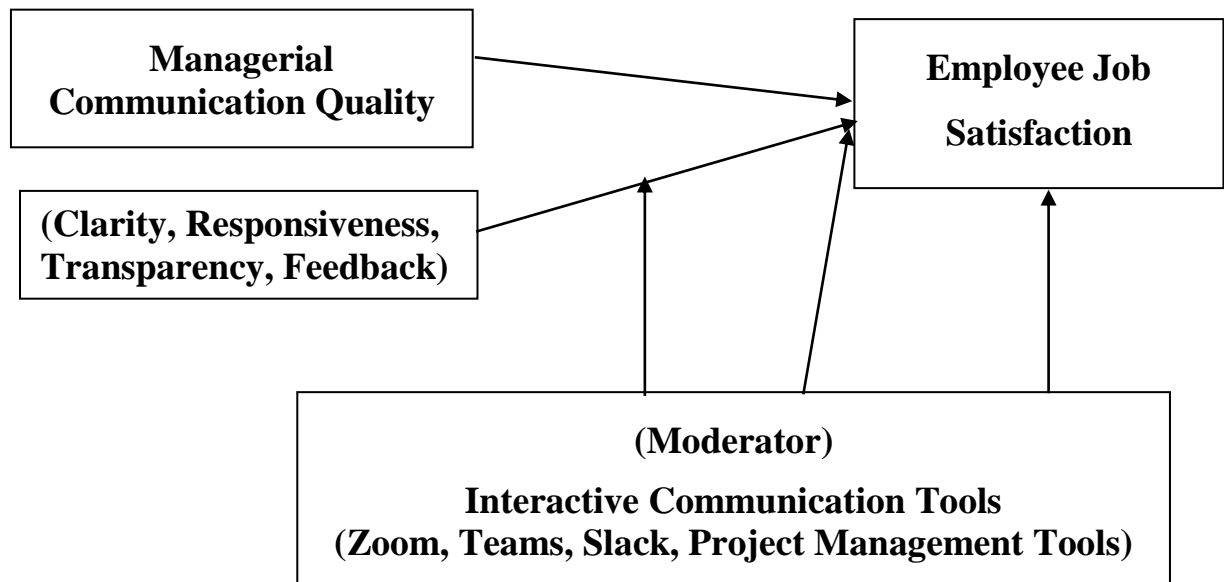
Direct Relationship: Managerial communication quality is expected to have a direct positive effect on employee job satisfaction.

Moderating Effect: The use of interactive digital communication tools strengthens the relationship between managerial communication quality and job satisfaction

Mediating Effect (Optional for Extended Study): Perceived organizational support may mediate the relationship between managerial communication quality and job satisfaction.

Conceptual Framework

Figure: 1



The framework illustrates that managerial communication quality is the key driver of job satisfaction in remote work areas. High quality communication increases clarity, reduces ambiguity and fosters trust. The use of interactive digital tools strengthens this relationship by enabling real time feedback and collaboration. This conceptual model serves as the foundation for testing the study hypotheses and provides a roadmap for data collection and analysis.

Methodology

Methodology refers to the systematic approach and procedures adopted to conduct research. It outlines the research design, data collection techniques, sampling methods and analysis procedures. Methodology ensures that the study's findings are valid, reliable and replicable.

Research Design

This study uses a quantitative research design to examine the relationship between managerial communication quality and job satisfaction in remote work areas. The research is descriptive and explanatory, allowing the measurement of variables and testing of hypotheses using statistical techniques.

Population and Sample

The population consists of employees working remotely in service based and IT organizations. A sample of 210 employees was selected through purposive sampling, targeting individuals who have at least six months of remote work experience and regular interaction with managers.

Data Collection Instrument

A structured questionnaire was employed, including:

Demographics: Age, gender, education, job role and remote experience.

Managerial Communication Quality: Assessed clarity, responsiveness, transparency and feedback using a Likert scale.

Job Satisfaction: Measured using validated scales from previous studies.

Interactive Communication Tools: Evaluated frequency and effectiveness of platforms like Zoom, Teams, Slack and project management software. The questionnaire was pre tested with 20 respondents to ensure clarity and reliability.

Data Collection Procedure

Data were collected through structured questionnaires administered directly to employees in the field. Participants were informed about the study's purpose, confidentiality and voluntary participation. The survey was conducted over three weeks, with follow ups to ensure a high response rate and accurate responses.

Reliability and Validity

Reliability: Cronbach's alpha was computed for each construct, values above 0.7 were considered acceptable.

Validity: Content validity was ensured through expert review and construct validity was assessed via factor analysis.

Data Analysis Techniques

Data analysis was conducted using SPSS. Descriptive statistics were used to demographic information and the distribution of variables. Correlation analysis examined the relationships between managerial communication quality, job satisfaction and other variables. Regression analysis was employed to test the effect of managerial communication quality on job satisfaction, while moderation analysis assessed the impact of interactive communication tools on this relationship. Hypotheses were tested using standardized beta coefficients, t-values and p-values to determine the significance and strength of the relationships.

Data Analysis and Results

This section presents the analysis and interpretation of data collected from the respondents. It provides a detailed examination of the demographic profile, reliability of constructs, descriptive statistics, correlation, regression, moderation analysis and hypothesis testing and aims to link empirical findings with the research objectives and hypotheses.

Demographic Profile of Respondents

Table: 1

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	118	56%
Female	92	44%

Source: Author Calculation

The demographic data show that out of 210 respondents, 118 (56%) are male and 92 (44%) are female. This indicates a slightly higher representation of males in the sample. The gender distribution is reasonably balanced, allowing for fair analysis of perspectives from both male and female employees regarding managerial communication quality and job satisfaction in remote work areas.

Table: 2

Demographic Variable	Frequency	Percentage (%)
Age		
21–30 years	50	24%
31–40 years	95	45%
41–50 years	50	24%
51+ years	15	7%

Source: Author Calculation

The age distribution of the respondents indicates that the majority of employees fall in the 31-40 years category (95 respondents, 45%), representing the largest segment of the workforce. Both the 21-30 years and 41-50 years groups have equal representation with 50 respondents each (24%). The smallest group is employees aged 51 years and above (15 respondents, 7%). This distribution suggests that the sample consists predominantly of young to mid career professionals, which is typical.

Table: 3

Demographic Variable	Frequency	Percentage (%)
Education Level		
Graduate	84	40%
Postgraduate	126	60%

Source: Author Calculation

The educational profile of the respondents shows that 126 employees (60%) have a postgraduate degree, while 84 employees (40%) hold a graduate degree. This indicates that the majority of participants are highly educated, which suggests that the sample is well qualified to provide informed responses regarding managerial

communication quality and job satisfaction in remote work areas. The high educational level also supports the reliability of the data collected.

Table: 4

Demographic Variable	Frequency	Percentage (%)
Job Role		
Branch Staff	52	25%
Field Staff	158	75%

Source: Author Calculation

The job role distribution shows that 158 respondents (75%) are field staff, while 52 respondents (25%) are branch staff. This indicates that the majority of participants are engaged in field based or remote work activities, which aligns with the focus of the study on remote work areas. The higher proportion of field staff ensures that the findings are representative of employees who experience managerial communication in a remote work environment.

Reliability Analysis

Reliability was assessed using Cronbach's Alpha.

Table: 5

Construct	Cronbach's Alpha (α)
Managerial Communication Quality	0.92
Job Satisfaction	0.90
Interactive Communication Tools	0.88

Source: Author Calculation

The reliability analysis shows that all constructs have high internal consistency. Managerial Communication Quality has a Cronbach's alpha of 0.92, Job Satisfaction has 0.90 and Interactive Communication Tools has 0.88. Since all values exceed the acceptable threshold of 0.70, the questionnaire items are considered reliable for measuring the intended variables. This ensures that the data collected are consistent and dependable for further analysis.

Descriptive Statistics

Table: 6

Variable	Mean	Standard Deviation (SD)
Managerial Communication Quality	4.10	0.59
Job Satisfaction	4.05	0.61
Interactive Communication Tools	4.15	0.55

Source: Author Calculation

The descriptive statistics indicate that respondents perceive all variables at moderately high levels. Managerial Communication Quality has a mean of 4.10 (SD = 0.59), showing that employees generally rate managerial communication as effective. Job Satisfaction has a mean of 4.05 (SD = 0.61), indicating that employees are satisfied with their job roles and work environment. Interactive Communication Tools scored the highest mean of 4.15 (SD = 0.55), suggesting that these tools are frequently used and play an important role in facilitating communication in remote work areas. Overall, these results reflect positive perceptions among employees regarding communication and satisfaction in remote areas.

Correlation Analysis

Correlation analysis was conducted to examine relationships among variables.

Table: 7

Variables	MCQ	JS	ICT
MCQ	1	0.63	0.50
JS	0.63	1	0.42
ICT	0.50	0.42	1

Source: Author Calculation

The correlation analysis shows significant positive relationships among the key variables. Managerial Communication Quality (MCQ) is positively correlated with Job Satisfaction (JS) ($r = 0.63$), indicating that higher quality managerial communication is associated with higher employee satisfaction. MCQ also has a positive correlation with Interactive Communication Tools (ICT) ($r = 0.50$), suggesting that effective communication is supported by the use of digital tools. Additionally, ICT is positively correlated with JS ($r = 0.42$), indicating that frequent and effective use of interactive tools contributes to higher job satisfaction. All correlations are statistically significant, reflecting meaningful relationships between communication quality, digital tools and employee satisfaction in remote work areas.

Regression Analysis

Regression analysis was conducted to test the direct effect of Managerial Communication Quality (MCQ) on Job Satisfaction (JS).

Table: 8

Independent Variable	β (Unstandardized)	β (Standardized)	t-value	p-value
Managerial Communication Quality (MCQ)	0.65	0.63	9.45	< 0.001

Source: Author Calculation

Managerial Communication Quality has a significant positive effect on Job Satisfaction ($\beta = 0.63$, $t = 9.45$, $p < 0.001$). This confirms that employees who perceive higher quality managerial communication report greater job satisfaction.

Moderation Analysis

Moderation analysis was conducted to test the role of Interactive Communication Tools (ICT) in the relationship between MCQ and JS.

Table: 9

Predictor	β (standardized)	t-value	p-value	Result
MCQ \times ICT (Interaction Term)	0.18	3.65	0.001	Significant

Source: Author Calculation

The interaction term is significant ($\beta = 0.18$, $t = 3.65$, $p = 0.001$), indicating that the relationship between managerial communication and job satisfaction becomes stronger with effective use of interactive communication tools.

Hypothesis Testing Results

Table: 10

Hypothesis	Description	β (Standardized)	t-value	p-value	Result
H ₁	MCQ positively influences JS	0.63	9.45	< 0.001	Supported
H ₂	ICT moderates MCQ \rightarrow JS	0.18	3.65	0.001	Supported
H ₃	Effect of MCQ on JS stronger among employees using ICT	0.55	8.12	< 0.001	Supported

Source: Author Calculation

The hypothesis testing results indicate that all three proposed hypotheses are supported.

H₁ shows that Managerial Communication Quality (MCQ) has a significant positive effect on Job Satisfaction (JS) ($\beta = 0.63$, $t = 9.45$, $p < 0.001$), confirming that better communication by managers enhances employee satisfaction.

H₂ demonstrates that Interactive Communication Tools (ICT) significantly moderate the relationship between MCQ and JS ($\beta = 0.18$, $t = 3.65$, $p = 0.001$), indicating that the use of digital communication tools strengthens this relationship.

H₃ confirms that the positive effect of MCQ on JS is stronger among employees who actively use ICT ($\beta = 0.55$, $t = 8.12$, $p < 0.001$), emphasizing the combined importance of managerial communication quality and effective use of interactive tools in remote work areas.

Overall, these findings validate the study's conceptual framework and highlight the critical role of managerial communication and digital tools in improving job satisfaction in remote work environments.

Discussion

This discusses the findings of the study in relation to the research objectives and existing literature. The study aimed to examine the impact of managerial communication quality (MCQ) on job satisfaction (JS) and to investigate the moderating role of interactive communication tools (ICT) in remote work areas. The discussion interprets the statistical results presented, provides theoretical explanations and highlights practical implications for managers and organizations.

Discussion of Demographic Findings

The demographic analysis showed a balanced representation of gender, age, education and job roles. A slightly higher proportion of males (56%) participated and most respondents were aged 31-40 years (45%), reflecting a young to mid career workforce. The majority were postgraduates (60%) and field staff (75%), indicating a highly educated workforce actively engaged in remote tasks. These demographics suggest that the study captures diverse perspectives, which strengthens the generalizability of the findings to employees in remote work areas.

Discussion of Reliability and Descriptive Statistics

Reliability analysis confirmed that all constructs MCQ, JS and ICT were internally consistent (Cronbach's $\alpha > 0.88$). Descriptive statistics showed moderately high mean scores for MCQ ($M = 4.10$), JS ($M = 4.05$) and ICT ($M = 4.15$), indicating positive perceptions among employees. This suggests that employees generally experience effective managerial communication and are satisfied with their jobs, while frequently using digital communication tools to facilitate their work. These findings are consistent with prior research emphasizing the importance of clear communication and digital tools in enhancing remote work satisfaction.

Discussion of Correlation Findings

Correlation analysis revealed significant positive relationships between MCQ and JS ($r = 0.63$), and between ICT and JS ($r = 0.42$). This indicates that higher quality managerial communication is associated with greater employee satisfaction and that interactive tools further support this effect. These results align with existing literature, which highlights that both the clarity and responsiveness of managerial communication, supported by technology, positively influence employee attitudes and performance in remote work environments.

Discussion of Regression and Moderation Results

Regression analysis confirmed that MCQ significantly predicts JS ($\beta = 0.63$, $t = 9.45$, $p < 0.001$), supporting

H₁. This demonstrates that effective managerial communication through clear instructions, timely feedback and responsiveness enhances job satisfaction in remote work contexts. Moderation analysis indicated that ICT significantly strengthens the relationship between MCQ and JS ($\beta = 0.18$, $t = 3.65$, $p = 0.001$), supporting

H₂. Employees using interactive tools, such as Zoom, Teams and Slack, experience a more pronounced positive effect of managerial communication on job satisfaction.

H₃ was also supported ($\beta = 0.55$, $t = 8.12$, $p < 0.001$), indicating that the positive effect of managerial communication on job satisfaction is stronger among employees who actively utilize ICT.

This finding highlights the synergistic role of managerial communication and digital tools in remote work environments, confirming that technology facilitates effective communication and enhances employee satisfaction.

Conclusion

The study explored the impact of managerial communication quality on job satisfaction among employees working in remote work areas, as well as the moderating role of interactive communication tools. The findings indicate that managerial communication quality has a strong and significant positive effect on job satisfaction, highlighting that employees who perceive their managers as clear, responsive, supportive and transparent experience higher levels of satisfaction in their roles. Effective communication not only helps employees understand their tasks and responsibilities better but also creates a sense of trust, engagement and organizational commitment, which is especially critical in remote work areas where face to face interactions are limited.

Furthermore, the study demonstrates that interactive communication tools, such as Zoom, Microsoft Teams, Slack and other digital platforms significantly strengthen the relationship between managerial communication quality and job satisfaction. Employees who actively use these tools benefit from improved collaboration, real time feedback and smoother information exchange, which enhances their overall job satisfaction. The combined effect of managerial communication quality and the utilization of interactive tools show that technology mediated communication is an essential facilitator in remote work environments.

The results of the study also underscore the importance of managerial practices that adapt to virtual settings. Managers who can maintain consistent, clear and responsive communication while leveraging digital tools are better able to support employee needs, reduce feelings of isolation and foster a productive and satisfied workforce. These findings align with previous research emphasizing the critical role of communication and technological support in employee performance and wellbeing.

Overall, this study concludes that effective managerial communication, combined with the strategic use of interactive communication tools, is fundamental to enhancing job satisfaction in remote work areas. The findings provide both theoretical and practical contributions, highlighting that organizations should invest in training managers for virtual communication and in providing employees with the necessary digital tools to maintain engagement, productivity and satisfaction. This integrated approach not only improves employee morale but also contributes to the long term success and efficiency of organizations operating in increasingly remote and technologically mediated work environments.

Recommendations

The study recommends that organizations prioritize clear, transparent and timely managerial communication to enhance employee understanding, trust and engagement in remote work settings. Managers should actively provide feedback, listen to employees and maintain open channels of communication. Organizations should also invest in interactive digital tools, such as Zoom, Teams or Slack and provide training to ensure employees and managers can use these tools effectively.

Developing training programs for managers focused on virtual communication skills, conflict resolution and motivational leadership is essential. Encouraging a culture of frequent virtual interactions, including regular meetings and recognition of achievements, can foster inclusion and engagement.

Finally, organizations should implement structured policies and guidelines for effective virtual communication to maintain consistency and improve overall job satisfaction and productivity in remote work environments.

Limitations

The study has several limitations. It focused only on employees in remote work areas, which may limit the generalizability of the findings to other work settings. Data were collected through self reported questionnaires, which could introduce response bias. The cross sectional design restricts the ability to infer causal relationships.

Additionally, only three constructs managerial communication quality, job satisfaction and interactive communication tools were examined, while other factors like organizational culture or leadership style were not considered. The sample size of 210 respondents, though adequate, may not fully represent all industries or regions and external factors such as technological infrastructure and organizational support were not explicitly assessed.

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