

The Importance of Internal Communication in Job Satisfaction: The Example of UNIKOP Region Libraries Employees in Türkiye

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Abstract: Job satisfaction is an important factor that affects employees commitment to their jobs, productivity and overall satisfaction levels. Many factors play a role in ensuring job satisfaction, and internal communication is one of them. Internal communication is a set of processes that enable the exchange of information, interaction and cooperation between the employees of an organization. An effective communication structure ensures that employees feel valued, while at the same time playing a critical role in terms of achieving the organization's goals. The healthy functioning of internal communication increases the job satisfaction of employees, as well as strengthens their motivation and commitment. As information centers with a large number of users and employees, internal communication is also very important for libraries. Library employees who are satisfied with the environment they are in and satisfied with their work will provide better service to both users and society. The purpose of the study was to examine the perceptions of employees of KOP Region Universities Association (UNIKOP) libraries regarding internal communication and job satisfaction, in light of various demographic variables. Data was collected online and in-person via surveys. The study population consisted of 187 individuals working in university libraries in the region, and 94 volunteered to participate. The results of the study reveals that there is a significant difference between the participants in terms of gender, age and educational status; on the other hand, marital status, daily working hours, and income have not created a significant difference.

Keywords: Job satisfaction, Communication, Internal communication, UNIKOP region, Library employee

1. Introduction

Communication refers to the interaction between one person and another or a group at a social level. The communication process enables the person engaging in communication to achieve a sense of partnership and sharing with others and helps establish unity among people. The communication process is influenced by the knowledge levels, value judgments, sociocultural backgrounds, perception levels, roles and responsibilities within society, and the psychological and social states of those involved. Individuals who participate in various groups, such as family, friends, coworkers, relatives, and colleagues, either compulsorily or voluntarily, participate in communication and interactions within these groups with their personal characteristics and sociocultural values. One of these groups is the institutional or organizational groups of which they are employees. Communication activities in these internal groups have many positive and negative consequences at the individual and institutional levels. In institutions where internal communication is healthy, employee job satisfaction and organizational satisfaction will be high, thus enabling services to be provided efficiently and corporate goals to be achieved more easily.

Internal communication encompasses both formal and informal communication activities conducted through vertical and horizontal channels for the purpose of sharing information with different individuals or groups within the organization. It occurs at various levels and intensities among all employees. Effective, efficient, and healthy internal communication positively impacts employee job satisfaction. The inability to effectively manage organizational communication, which is vital for both individuals and organizations, can reduce employee job satisfaction and sometimes hinder the efficient performance of work (Social et al., 2017). Ineffective services negatively affect both employees and citizens receiving those services. Job satisfaction, defined as the emotional state related to employees' perceptions of how much of what they believe to be important they obtain from their work (Çetinkanat, 2000, p. 1), is one of the leading factors in ensuring employee motivation.

Librarianship services and international policies may change over time. This change necessitates change and development in the functions of the library (Ozdemir and Arslantekin, 2024). Libraries are spaces where technical, administrative, and academic staff, daily visitors, interns, and administrators-internal and external users-are in constant and intensive communication with each other and their surroundings. Therefore, internal communication is crucial for libraries. Libraries are also places where knowledge is produced and disseminated, with the potential to be effectively passed on to future generations. It is their staff who will ensure that libraries make the most of this potential. Library staff are the experts responsible for acquiring, collecting, classifying, recording, and communicating requested information to users. Employees who see themselves as part of a team, not just ordinary employees,

and who perform their jobs with high motivation are the greatest strengths of libraries, as they are of any institution. This is only possible when library staff have high job satisfaction. According to Davis and Newstrom (1989), job satisfaction only occurs when the basic characteristics of the job align with the employee's expectations and desires. One of the key factors in achieving this harmony and determining employee satisfaction is internal communication. However, various demographic factors such as gender, age, and educational status may influence the role of internal communication in the job satisfaction of library employees.

University libraries contribute to providing information and educational resources tailored to the needs of local academic, economic, and social groups at the regional level, increasing community participation and facilitating digital access. University libraries support local education systems, increasing access to information and thereby improving individuals' knowledge and skills. This, in turn, contributes to regional development by improving the quality of the local workforce. University libraries also provide important platforms for increasing community participation and collaborating with the local community. Libraries strengthen social capital and develop solutions to social problems by collaborating with local and regional communities. Such collaborations also facilitate the organization of social and cultural events that support regional development. Besides, university library employees are from a wide range of demographic backgrounds. University libraries, where people of different education levels, ages, and genders work together, are a worthy example of employee diversity. This study, focusing on the role of internal communication in the job satisfaction of library staff using the example of KOP (Konya Plain Project) Region Universities Association (UNIKOP)¹ libraries, which cover a total of 13 universities in 8 provinces in Central Anatolia, aims to understand how information flows in libraries and how it is perceived by employees. This study will examine library staff's job satisfaction and perceptions of internal communication within the context of specific demographic factors, including gender, age, education, marital status, income, and daily working hours.

2. Literature Review

2.1. Job Satisfaction: Job satisfaction is the expression of positive feelings of employees as a result of evaluating the characteristics and the satisfaction from their jobs (Tania et al., 2021, p. 96). As an employee's reaction to what they obtain from their work (Gordon, 2011), job satisfaction depends on the complex interaction of individual, organizational, and environmental factors. Spector's

¹ UNIKOP was established to advance the university-industry interaction and university-city integration among the universities of the KOP Region in fields such as education-training, research-development and social service central Anatolia, Türkiye.

(1985) study, one of the pioneering researches aimed at measuring the relationships between job satisfaction and different variables, revealed that communication is one of the factors affecting job satisfaction. Internal communication constitutes an important dimension in terms of job satisfaction level (Karcioglu et al., 2009; Rad and Moraes, 2009). Internal communication has a positive and significant effect on job satisfaction, and job satisfaction, in turn, has a positive and significant effect on employee performance (Erogluer, 2011; Karsikah et al., 2023; Kim, 2002). Low job satisfaction has been associated with negative outcomes such as decreased productivity, absenteeism, and even job turnover (Chaulagain and Khadka, 2012; Ganu and Kogutu, 2014). Job satisfaction is a determining factor in the quality and efficiency of institutional services because it is a direct or indirect consequence of many factors in the production and consumption of services. Therefore, to evaluate the service provided by an organization, it is necessary to assess the job satisfaction of employees, a fundamental element of service production.

2.1.1. Job satisfaction in libraries: For libraries, as institutions that provide social services, job satisfaction is a crucial managerial element regarding management and the relationship between employees and management (Yılmaz et al., 2010). Employees are fundamental to libraries, as they are to other institutions. A librarian who is not satisfied with his job will not contribute much to his profession and, consequently, to society (Yılmaz et al., 2010: 78). The preliminary studies on the job satisfaction of library employees began in the 1970s. Studies conducted using different scales by Plate and Stone (1974) and Vaughan and Dunn (1974) revealed that there was no difference in job satisfaction among employees of the libraries under study. The results of a study conducted by Lynch and Verdin (1987) on various variables indicate that gender has no effect on job satisfaction; however, there is a significant relationship between age, professional experience, and responsibility variables and the job satisfaction of library staff. While there are studies on job satisfaction in various sectors and areas in Turkey, few studies specifically address the job satisfaction of library staff. Studies by Demirel (1989) and Kaya (1995) revealed that independence, job security, promotion opportunities, working conditions, and peer relationships impact the job satisfaction of library staff. Bocutcu's (2001) study, however, showed that age, length of service, title, and salary all influence job satisfaction among library staff, while gender and marital status have no impact. But these studies did not include internal communication as a separate variable. In the study conducted by Yılmaz et al. (2010) in university and public libraries in Ankara, the effect of internal communication on job satisfaction was discussed as a separate subheading, and the participants stated that the distribution of tasks in the institution they worked in was not clear and they were not sufficiently informed about the developments within the institution.

2.2. Internal Communication: Institutional or organizational communication refers to the one-way or two-way interaction of an organization with its external environment and target audiences within its internal environment. Internal

communication is an important tool in the flow of information between employees, as well as between management and employees (Pracoyo et al., 2022). Internal communication, which acts like the nervous system of an organization (Deger, 2018), is vital for establishing and operating the hierarchy within the organization, as well as for employees to learn their authority and responsibilities, job descriptions and scope, and understand what is expected of them. Internal communication, which guides employees on how to behave, affects the performance of the employees first, and consequently, the organization (Merdiyana and Dunan, 2024; Smith and Mounter, 2008). Various studies have shown that well-functioning internal communication increases the likelihood of organizational success (Robson and Tourish, 2005), organizational productivity and effectiveness (Gray and Laidlaw, 2004; Quinn and Hargie, 2004), and employee satisfaction (Argenti, 2023; Yammarino and Naughton, 1988). Understanding the relationship between internal communication and various factors such as employee job satisfaction and engagement, organizational commitment, and reputation requires examining the flow of information within the organization at different levels. Studies conducted in different sectors such as education (Abdullah and Hui, 2014; Tasliyan and Hirlak, 2014), healthcare (Karcioglu et al., 2009; Rana, 2014; Sosyal et al., 2017), and banking (Ali and Haider, 2012; Farahbod et al., 2013) on the relationship between internal communication and job satisfaction have shown that both communication between management and employees and communication among employees themselves affect job satisfaction. Positive communication within the organization increases job satisfaction and employee motivation, while employees experiencing job dissatisfaction cite a lack of communication as one of the main reasons (Albayrak and Tiyek, 2024; Parsons and Broadbridge, 2006).

2.2.1. Internal communication in libraries: Libraries are one of the places where internal communication is crucial. As information centers, libraries are among the primary channels and resources used by individuals to meet their information needs. Communication plays a leading role in providing better service to users (Khan, 2022). In libraries that provide a public service, it is significant for both staff and managers to possess basic communication skills. As information professionals, it is crucial for both librarians and library managers to know and use appropriate communication techniques. According to the study by Aghaei et al. (2021), the communication skills of library managers have a significant impact on librarians' motivation and job satisfaction. Communication skills also play a vital role in ensuring user satisfaction (Yıldız, 2012). The quality of service provided by library staff who are experts in their field and can work as a team with their colleagues will also improve positively. Like any institution, libraries may experience communication problems with groups within or outside the institution. Managers who understand the benefits and importance of healthy internal communication for both employees and the institution must develop a two-way communication structure to facilitate

understanding and resolve problems. Effective communication is essential for good management. The goal of effective communication in the library is to ensure that users can effectively utilize resources that are scarce and that library staff understand their responsibilities (Etebu, 2010). Effective internal communication means efficient work, and efficient work means better service.

3. Research Methodology

3.1. Research Question: This study aims to examine differences in job satisfaction and perceptions of internal communication among university library staff in the UNIKOP region, in the context of demographic variables. The main research question of this study is: “Do library staff’s job satisfaction and perceptions of internal communication differ based on specific demographic factors (gender, age, education, marital status, income, daily working hours)?”

3.2. Universe and Sample: In addition to time and resource limitations and accessibility of researchers, the UNIKOP region was chosen because supporting regional development efforts through academic collaborations is a prominent goal in the strategic plans of the region’s universities. Sharing information is crucial in academic collaborations. Libraries, as information centers, are the primary actors in this process. There is a total of 13 universities in the eight provinces within UNIKOP, 10 of which are state-owned and 3 are foundations. The institutional web pages of these universities were examined, and it was found that as of 2025, there were 187 personnel in the libraries (18 personnel at Aksaray University, 4 personnel at Kapadokya University, 10 personnel at Karamanoglu Mehmetbey University, 11 personnel at Kirikkale University, 23 personnel at Kirsehir Ahi Evran University, 2 personnel at Konya Food & Agriculture University, 12 personnel at Konya Technical University, 8 personnel at KTO Karatay University, 22 personnel at Necmettin Erbakan University, 14 personnel at Nevsehir Haci Bektas Veli University, 17 personnel at Nigde Omer Halisdemir University, 34 personnel at Selcuk University, and 12 personnel at Yozgat Bozok University). Therefore, the population of the research is a total of 187 employees of these university libraries. According to calculations using the G*Power program (based on a power analysis with a population size of 187, an effect size of 0.3, a margin of error of 5%, and a power value of 90% for the point-biserial correlation test), the sample size was determined to be 88. Ninety-four people participated in the study, but deficiencies were identified in three survey forms. Therefore, 91 library staff were included in the analyses presented in the findings section. Purposive sampling was employed in the study, and the primary objective in determining the purposive sample was to select individuals who would provide more information about the topic under study (Patton, 2002). Therefore, the survey was sent only to library staff at 13 universities in the region.

3.3. Database Collection Process: The study is a quantitative one based on the analysis of data collected via a questionnaire. In this study, which aims to reveal

the opinions of employees within the UNIKOP region academic libraries on internal communication and job satisfaction, data were collected through online and face-to-face surveys conducted between September 15th and December 15th, 2024. Before creating the survey form, a literature review was conducted, but no studies directly addressing the research topic could be found. A two-part survey form was used in the study. The first part of the survey form includes questions about demographic information such as gender, age, and income, while the second part includes a five-point Likert-type scale from “1=strongly disagree” to “5=strongly agree” for a total of 24 statements adapted from two different studies. In the second part, the Job Satisfaction Survey, developed by Spector (1985) and adapted into Turkish by Yelboga (2009), was used to measure job satisfaction. For internal communication, the Internal Communication Satisfaction Questionnaire developed by Tkalac Vercic and Sincic Coric (2021) was used. In the study, three dimensions and 12 relevant items of the Job Satisfaction Scale, namely management, colleagues, and communication, were used; and three dimensions and 12 relevant items of the Internal Communication Satisfaction Questionnaire, namely satisfaction with feedback, horizontal communication, and communication climate, were used. The Cronbach’s Alpha coefficient of the Turkish Job Satisfaction Scale was given as 0.78 in the original study, and the items used in this study were found to be 0.73. The Cronbach’s Alpha coefficient of the English Internal Communication Satisfaction Questionnaire was given as 0.97 in the original study, and the items used in this study were found to be 0.77. The Cronbach’s Alpha coefficient of a total of 24 items used in the study was 0.81, and the scale has acceptable reliability. The Internal Communication Satisfaction Questionnaire used in the second part of the survey was translated into Turkish independently by a bilingual translator and the author of the study. The best wording was then determined by a group that included the study’s authors, the translator, and a Turkish language instructor, reviewing the text for clarity, cultural adaptability, spelling, and punctuation. Prior to implementation, a pilot study was conducted with three local library staff, who were briefed on the topic and their feedback was sought, and necessary corrections were made. Ethical approval was obtained from the Istanbul Medeniyet University Ethics Committee for the study.

3.4. Value: In addition to providing researchers with resources, data management, and research support services, university libraries also help local businesses and entrepreneurs develop innovative solutions by better understanding regional conditions. Therefore, as a local collaboration organization, it would be fair to say that university libraries in the UNIKOP region are crucial for regional development. Considering the findings of the study, the role of internal interaction in job satisfaction of library staff and administrators, as well as its impact on regional and environmental development, can be demonstrated. In this respect, the publication has an original value.

4. Analysis Results

Within the scope of the study, participants' agreement with the statements in the survey was examined based on basic demographic variables such as gender, age, education, marital status, income and daily working hours. The data obtained were analyzed using SPSS. The analysis results indicated significant differences based on gender, age and educational status, while no significant differences were found based on marital status and income. Furthermore, daily working hours and the presence of overtime at the institution did not lead to any significant differences. The analysis results are presented below in tables and subheadings. As there were no significant differences found based on marital status, income and daily working hours; the analysis of results in this research only deals with gender, age and educational status.

4.1. Demographic Variables: The demographic characteristics of the participants are given in Table 1. The number of male and female participants is roughly equal. Nearly half of the participants are between 30-39 years old. The proportion of high school and university degree of participants is similar. Most participants work between 8-10 hours a day, and the vast majority do not have overtime at their workplace.

Table 1: Demographic Features of Participants

		Frequency	Percentage			Frequency	Percentage
Gender	Female	48	52.7	Education	High school	42	46.2
	Male	43	47.3		Undergraduate	41	45.1
	Prefer not to say	0	0		Postgraduate	8	8.7
	Total	91	100				
Age	Between 20-29	17	18.6	Income	Under 20,000 TL	10	11.1
	Between 30-39	45	49.5		Between 20,000-40,000 TL	48	52.6
	Between 40-49	13	14.3		Between 40,000-60,000 TL	24	26.4
	Between 50-59	15	16.5		Between 60,000-80,000 TL	8	8.8
	60 and above	1	1.1		Above 80,000 TL	1	1.1
Marital Status	Married	51	56.1	Daily Working Hours	Less than 8 hours	3	3.3
	Single	39	42.8		Between 8-10 hours	54	59.3
	Prefer not to say	1	1.1		Between 10-12 hours	33	36.3
Overtime	Yes	38	41.8				

No	53	58.2	More than 12 hours	1	1.1
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4.2. Participation in Survey Items: Table 2 shows the participants' level of agreement with the statements regarding job satisfaction and internal communication in the second part of the survey. According to the table, the statements with which participants most agreed were "I enjoy my coworkers." and "I have to work harder at my job because of the incompetence of people I work with." in the job satisfaction dimension; and "I am satisfied availability of colleagues." and "I am able to communicate with the members of my team successfully". The statements with least agreement were "There is too much bickering and fighting at work." in the job satisfaction dimension and "I am satisfied readiness of my colleagues to accept critical feedback." in the internal communication dimension. Therefore, it can be said that in general participants believed they had good communication with their colleagues in both dimensions.

Table 2: Participation in Questionnaire Items

Scale	Dimension	Item	N	Rank	Standard Deviation
JOB SATISFACTION	Colleagues	8. My supervisor is quite competent in doing his/her job. ¹	91	2,725	0,9668
		9. My supervisor is unfair to me.	91	3,418	1,1261
		10. My supervisor shows too little interest in the feelings of subordinates.	91	3,308	1,0718
		11. I like my supervisor.	91	2,637	0,9834
		12. I like the people I work with.	91	3,374	1,1220
		13. I have to work harder at my job because of the incompetence of people I work with.	91	3,582	0,7611
		14. I enjoy my coworkers.	91	3,857	0,9377
	Communication	15. There is too much bickering and fighting at work.	91	1,890	0,9244
		16. Communications seem good within this organization.	91	2,648	0,9589
		17. The goals of this organization are not clear to me.	91	2,538	1,2410
		18. I often feel that I do not know what is going on with the organization.	91	2,044	0,9990
		19. Work assignments are not fully explained.	91	2,440	1,2221

INTERNAL COMMUNICATION	Feedback	20. I am informed on the consequences of doing my job poorly.	91	2,956	1,0101
		21. I am informed on how much I contribute to the organization's success.	91	3,374	1,2078
		22. I am informed on how much my job is appreciated within the organization.	91	2,637	0,9834
		23. I have feedback on how well I do my job.	91	3,352	1,1960
	Horizontal Communication	24. I am satisfied with the availability of colleagues.	91	3,857	0,9377
		25. I am able to communicate with the members of my team successfully.	91	3,856	0,9878
		26. I am satisfied with the outcomes of communicating with colleagues.	91	3,791	0,9834
		27. I am satisfied with the readiness of my colleagues to accept critical feedback.	91	1,890	0,9244
	Communication Channels	28. Communication within the organization helps me to feel I am an important part of the organization.	91	2,637	0,9834
		29. Communication within the organization helps me to identify with the organization.	91	3,374	1,2078
		30. Communication within the organization promotes organizational values.	91	2,703	1,0165
		31. Communication within the organization encourages me to accomplish the organization's goals.	91	2,956	1,0101

¹ : The item numbering in the table was done according to the item order in the questionnaire form.

N: Number of Participants

4.3. Participation by Gender: To determine whether participants demographic features (gender, age, education, marital status, income, and **daily working hours**) and their participation with statements regarding job satisfaction and internal communication exhibited a normal distribution, the Kolmogorov-Smirnov test results ($PK0,000 < 0,05$) were examined, and it was determined that they did not exhibit a normal distribution. Therefore a non-parametric Mann-Whitney U test was used to test for a significant difference between participants' gender and their degree of agreement with the statements, with significance tested at the 0.05 level.

Table 3: Mann Whitney U-Test Results According to Gender

Scale	Dimensio	Item	G	N	Mean Rank	U	p
INTERNAL COMMUNICATION JOB SATISFACTION	Management	8. My supervisor is quite competent in doing his/her job. ¹	F	48	41,47	814,5	0,068
			M	43	51,06		
		9. My supervisor is unfair to me.	F	48	42,88	882,0	0,213
			M	43	49,49		
	10. My supervisor shows too little interest in the feelings of subordinates.	F	48	43,51	912,5	0,317	
		M	43	48,78			
	11. I like my supervisor.	F	48	39,65	727,0	0,010*	
		M	43	53,09			
	Colleagues	12. I like the people I work with.	F	48	44,80	987,5	0,254
			M	43	42,87		
		13. I have to work harder at my job because of the incompetence of people I work with.	F	48	45,51	10008,5	0,838
			M	43	46,55		
		14. I enjoy my coworkers.	F	48	48,56	909,0	0,301
		M	43	43,14			
	15. There is too much bickering and fighting at work.	F	48	46,65	1001,0	0,793	
		M	43	45,28			
	Communication	16. Communications seem good within this organization.	F	48	39,67	728,0	0,010*
			M	43	53,07		
		17. The goals of this organization are not clear to me.	F	48	44,20	945,5	0,477
		M	43	48,01			
18. I often feel that I do not know what is going on with the organization.	F	48	46,99	984,5	0,691		
	M	43	44,90				
19. Work assignments are not fully explained.	F	48	44,52	961,0	0,556		
	M	43	47,65				
INTERNAL COMMUNICATION	Feedback	20. I am informed on the consequences of doing my job poorly.	F	48	42,69	873,0	0,181
			M	43	49,70		
		21. I am informed on how much I contribute to the organization's success.	F	48	45,57	1011,5	0,866
		M	43	46,48			
	22. I am informed on how much my job is appreciated within the organization.	F	48	39,65	727,0	0,010*	
		M	43	53,09			

				F	48	44,45	957,5	0,539
				F	48	48,56	909,0	0,301
				F	48	48,56	952,5	0,301
				F	48	47,66	952,5	0,508
				F	48	46,65	1001,0	0,793
				F	48	39,65	727,0	0,010*
				F	48	45,57	1011,5	0,866
				F	48	39,89	738,5	0,014*
				F	48	42,69	873,0	0,181

¹ : The item numbering in the table was done according to the item order in the questionnaire form.

G: Gender (F: Female ; M: Male)

N: Number of Participants

U: Mann Whitney U Value

p<0.05

The results of the Mann Whitney U test were used to determine whether there were significant gender differences in statements regarding job satisfaction and internal communication. As can be seen in Table 3, the results indicate that there were no significant differences in agreement with 19 items out of a total of 24. There is a significant difference at the 0.05 level between male and female participants' attitudes in terms of item 11 as "I like my supervisor." (U=727.0, p=0.010<0.05); item 16 as "Communications seem good within this organization." (U=728.0, p=0.010<0.05); item 22 as "I am informed on how much my job is appreciated within the organization." (U=727.0, p=0.010<0.05); item 28 as "Communication within the organization helps me to feel I am an important part of the organization." (U=727.0, p=0.010<0.05) and item 30 as "Communication within the organization promotes organizational values." (U=738.5, p=0.014<0.05). In all statements where there was a significant difference, the means of male participants were higher than those of female participants. Accordingly, it is understood that male

participants think that communication within the organization is good and their work is appreciated at a higher rate than female participants.

4.4. Participation by Age: In order to understand whether there is a significant difference between the participants' ages, education and income levels and their agreement with the items about job satisfaction and internal communication, the Kruskal Wallis H-test, which is a non-parametric test, was conducted and the significance was tested at the 0.05 level.

Table 4 presents the results of whether there were significant differences in the participants' level of agreement with items regarding job satisfaction and internal communication based on their age. No difference was found in agreement with a total of 17 statements. According to these results, statistically significant differences were found between the groups in the job satisfaction dimension for item 8 as "My supervisor is quite competent in doing his/her job." ($X^2=11.219$, $p=0.02<0.05$); item 11 as "I like my supervisor." ($X^2=9.695$, $p=0.046<0.05$) and item 16 as "Communications seem good within this organization." ($X^2=9.563$, $p=0.048<0.05$), respectively. In the internal communication dimension, significant differences were found between the groups in item 20 as "I am informed on the consequences of doing my job poorly." ($X^2=9.719$, $p=0.045<0.05$); item 22 as "I am informed on how much my job is appreciated within the organization." ($X^2=9.695$, $p=0.046<0.05$); item 28 as "Communication within the organization helps me to feel I am an important part of the organization." ($X^2=9.695$, $p=0.04<0.05$) and item 31 as "Communication within the organization encourages me to accomplish the organization's goals." ($X^2=9.719$, $p=0.045<0.05$).

Table 4: Kruskal Wallis H-Test Results According to Age

Scale	Dimensio	Item	X ²	p	
JOB SATISFACTION	Management	8. My supervisor is quite competent in doing his/her job. ¹	11,219	0,024*	
		9. My supervisor is unfair to me.	2,802	0,591	
		10. My supervisor shows too little interest in the feelings of subordinates.	3,669	0,453	
	Colleagues	11. I like my supervisor.	9,695	0,046*	
		12. I like the people I work with.	0,711	0,950	
		13. I have to work harder at my job because of the incompetence of people I work with.	7,668	0,105	
		14. I enjoy my coworkers.	1,891	0,756	
		15. There is too much bickering and fighting at work.	6,408	0,171	
	Communicati	16. Communications seem good within this organization.	9,563	0,048*	
		17. The goals of this organization are not clear to me.	5,468	0,243	
		18. I often feel that I do not know what is going on with the organization.	3,254	0,516	
		19. Work assignments are not fully explained.	5,245	0,263	
		INTERNAL COMMUNICATION	Feedback	20. I am informed on the consequences of doing my job poorly.	9,719
	21. I am informed on how much I contribute to the organization's success.			2,419	0,659
	22. I am informed on how much my job is appreciated within the organization.			9,695	0,046*
	23. I have feedback on how well I do my job.			0,951	0,917
	Horizontal Communication		24. I am satisfied with the availability of colleagues.	1,891	0,756
			25. I am able to communicate with the members of my team successfully.	1,891	0,756
			26. I am satisfied with the outcomes of communicating with colleagues.	1,886	0,757
Communication Climate	27. I am satisfied with the readiness of my colleagues to accept critical feedback.		6,408	0,171	
	28. Communication within the organization helps me to feel I am an important part of the organization.		9,695	0,046*	
	29. Communication within the organization helps me to identify with the organization.		2,419	0,659	
	30. Communication within the organization promotes organizational values.		7,537	0,110	
		31. Communication within the organization encourages me to accomplish the organization's goals.	9,719	0,045*	

¹: The item numbering in the table was done according to the item order in the questionnaire form.

X²: Chi-Square

p<0.05

The Tukey posthoc test statistics were used to determine which groups exhibited significant differences in the Kruskal Wallis H-test based on the age variable. However, post hoc tests could not be performed because there were fewer than two cases in at least one group for the items with significant differences in the age variable.

4.5. Participation by Education: In order to determine whether there was a significant difference in the participants' level of agreement with the items related to their education level and job satisfaction and internal communication, the Kruskal Wallis H-test was conducted, and the significance was tested at the 0.05 level. According to Table 5, no difference was found in agreement with a total of 21 statements. There were significant differences in 3 items in the internal communication dimension. According to these results, significant differences were observed between the groups in the job satisfaction dimension for item 21 as "I am informed on how much I contribute to the organization's success." (X²=6.562, p=0.038<0.05); item 23 as "I have feedback on how well I do my job." (X²=6.381, p=0.041<0.05), and item 29 as "Communication within the organization helps me to identify with the organization." (X²=6.562, p=0.038<0.05). A significant difference emerged between employees with high school degrees and those with undergraduate and postgraduate degrees in all three statements. The mean score was higher for graduates in the first item, for undergraduates in the second, and for high school graduates in the third. It can be argued that feedback is more important for employees with undergraduate and graduate degrees.

Table 5: Kruskal Wallis H-Test Results According to Education

Scale	Dimension	Item	X ²	p	
JOB SATISFACTION	Management	8. My supervisor is quite competent in doing his/her job. ¹	3,845	0,146	
		9. My supervisor is unfair to me.	2,389	0,303	
		10. My supervisor shows too little interest in the feelings of subordinates.	2,904	0,234	
		11. I like my supervisor.	3,583	0,167	
	Colleagues	12. I like the people I work with.	0,489	0,783	
		13. I have to work harder at my job because of the incompetence of people I work with.	3,277	0,194	
		14. I enjoy my coworkers.	0,414	0,813	
		15. There is too much bickering and fighting at work.	0,016	0,992	
		Communication	16. Communications seem good within this organization.	4,025	0,134
	17. The goals of this organization are not clear to me.		0,767	0,682	
	18. I often feel that I do not know what is going on with the organization.		0,186	0,911	
	19. Work assignments are not fully explained.		1,407	0,495	
	INTERNAL COMMUNICATION		Feedback	20. I am informed on the consequences of doing my job poorly.	0,325
		21. I am informed on how much I contribute to the organization's success.		6,562	0,038*
		22. I am informed on how much my job is appreciated within the organization.		3,583	0,167
		23. I have feedback on how well I do my job.		6,381	0,041*
		Horizontal Communication	24. I am satisfied with the availability of colleagues.	0,414	0,813
			25. I am able to communicate with the members of my team successfully.	0,414	0,813
			26. I am satisfied with the outcomes of communicating with colleagues.	0,018	0,991
27. I am satisfied with the readiness of my colleagues to accept critical feedback.			0,016	0,992	
Communication Climate		28. Communication within the organization helps me to feel I am an important part of the organization.	3,583	0,167	
		29. Communication within the organization helps me to identify with the organization.	6,562	0,038*	
		30. Communication within the organization promotes organizational values.	5,061	0,080	
		31. Communication within the organization encourages me to accomplish the organization's goals.	0,325	0,850	

¹: The item numbering in the table was done according to the item order in the questionnaire form.

X²: Chi-Square
p<0.05

5. Discussion and Conclusion

Job satisfaction is the overall satisfaction employees feel with their workplace duties and is a significant factor influencing employee productivity, motivation, and the overall workplace atmosphere. According to Kahn (1990), who associates job satisfaction with employee's commitment to their jobs and their sense of security in the workplace, communication deficiencies negatively impact job satisfaction by leading to feelings of uncertainty and loss of motivation. Job satisfaction can also directly impact on employees commitment to their jobs, turnover rates, and overall job performance. Internal communication plays a crucial role in this process. An effective communication environment ensures that employees feel valued and understood. A good communication environment contributes to employees feeling valued and increasing their commitment to their jobs. Good communication allows employees to express themselves at work and also helps managers better understand their needs and take necessary action in a timely manner. Therefore, strengthening communication channels by taking employees' opinions and feedback into account is a crucial step toward increasing job satisfaction. Because the inclusion of employees in decision-making processes at work through the exchange of opinions increases their sense of belonging to the organization and their overall satisfaction levels (Ruck and Welch, 2012).

The example of library staff provides a valuable example for examining the relationship between internal communication and job satisfaction. Libraries are important institutions operating to provide access to information and serve the public. Good communication among library staff contributes to greater motivation and effectiveness in achieving library goals, as well as increased user satisfaction (Wakimoto, 2022). Increasing job satisfaction requires improving the work environment, strengthening management support, creating meaningful job descriptions, and providing professional development opportunities. These measures will increase library staff motivation and enable libraries to provide more effective services.

This study, which aimed to understand library employees perceptions of the role of internal communication in job satisfaction using the example of UNIKOP libraries, reveals that the highest averages for each statement indicate that they have good communication with their colleagues in the job satisfaction dimension and that they are satisfied with their communication with their colleagues in the internal communication dimension. The study's findings suggest a correlation between high levels of internal communication and high levels of job satisfaction. This result is consistent with the studies of Yılmaz et

al. (2010) and Albayrak and Tiyek (2024), as well as with those of Tkalac Vercic and Sincic Coric (2021), who demonstrated that high satisfaction with internal communication positively impacts employees' job and life satisfaction. Effective communication fosters collaboration within teams. Employees exhibit higher performance when they exchange information and work toward common goals. Team spirit is a key element that enhances job satisfaction, and this is also achieved through communication.

Table 2, which shows participants' agreement with items about job satisfaction and internal communication, suggests a positive relationship between internal communication and job satisfaction. The items with the highest rates of agreement are "I enjoy my coworkers." and "I am satisfied availability of colleagues." Yıldız (2012: 153), who emphasizes that both librarians and library managers need to possess the skills of understanding, listening, speaking, asking questions, and demonstrating empathy for personal and institutional success, also points to the importance of reducing hierarchical levels and providing effective feedback for the necessary two-way communication. The item with the least agreement from study participants are "There is too much bickering and fighting at work." and "I am satisfied readiness of my colleagues to accept critical feedback." Based on this, it can be argued that communication without arguments can be established among employees in the workplace, but participants also indicate that colleagues are not open to critical feedback, which may be the reason for the lack of arguments because library employees are hesitant to provide feedback to each other. But in fact, feedback is vital for healthy communication.

The study results indicate that marital status, income and daily working hours do not significantly influence employees' level of agreement with statements regarding job satisfaction and perceptions of internal communication due to demographic factors, whereas gender and educational background do show differences in some items. The study's results differ from studies by Lynch and Verdin (1987), Bocutcu (2001), and Yılmaz et al. (2010), which showed no effect of gender on job satisfaction and internal communication. An examination of the statements with significant differences reveals that male participants had higher mean scores than female participants, indicating a more positive perception of internal communication. This result does not support the finding by Sloane and Ward (2001), in their study examining the relationship between job satisfaction and gender, that female employees have greater job satisfaction than male employees. Regarding the participants' educational background, the findings indicate that high school graduates had higher mean scores on three items with significant differences, indicating that a higher level of internal communication contributes to their identification with the organization than other participants. Studies by Lynch and Verdin (1987) and Yılmaz et al. (2010) indicate that age and education do not have a significant impact on job satisfaction and internal communication. While it is not possible to obtain direct information from participants regarding the reasons for this

situation because the study's survey did not include open-ended questions, it is still beneficial to consider the impact of cultural or institutional differences. Therefore, future studies could utilize different research techniques, such as interviews or focus groups, to gather information from participants face-to-face and provide a more accurate assessment of these results.

It is crucial for information professionals to develop their personal, technical, and academic communication skills. Providing communication skills training to staff will also contribute to the development of libraries. For information professionals who perform highly information and data-based work in libraries, having a clear understanding of what they do and how this information is used can also increase job satisfaction. When employees feel their work is valued, job satisfaction increases. Therefore, managers providing regular feedback to their employees and supporting their development is a crucial component of communication. In the absence of this, communication within the library is inadequate or inaccurate. Library staff also want to know whether the information they provide is accurate and timely. Therefore, accurate and regular feedback increases employee commitment to their work. Library employees frequently engage in intensive information sharing and data analysis. In such environments, strong team support and good communication not only enable employees to seek support from one another but also prevent negative experiences such as loneliness or stress among information professionals.

In libraries, employee participation in management and decision-making processes is crucial, particularly in the development of information management policies. Management style, managers' openness to participation, and their guidance can positively impact job satisfaction even if other factors are not at the desired level (George and Zakkariya, 2018). Interaction between employees is also directly related to communication, and harmonious collaboration between employees can have an impact on job satisfaction and productivity. Communication between management and employees can prevent wasted time and increase job satisfaction through the flow of information within the organization. The results of various studies indicate that improving service quality and creating a more participatory and sharing work environment are linked to increasing employee job satisfaction (Gurbuz, 2008). A participatory culture in libraries can help employees perceive their work as more meaningful and valuable. Creating an open, transparent, and effective communication environment increases employee motivation and encourages teamwork. Therefore, like all institutions, libraries should aim to increase employee job satisfaction by strengthening their communication strategies and internal communication environment.

The study results indicate that library employees have a more positive view of internal communication when they are informed about their job success and the contribution of their work to the institution's success. Therefore, it can be

argued that feedback on internal communication also has a positive impact on employee job satisfaction.

There are some limitations of the study. First of all, the study, conducted on a sample of 13 university libraries in Türkiye, presents a regional picture and cannot be generalized to university libraries nationwide. In future studies on the subject, it is thought that various applications should be performed in larger sample populations. While this study is expected to contribute to research on factors related to job satisfaction in libraries, it would be beneficial to conduct similar studies in different libraries, given that employee satisfaction levels can fluctuate periodically. Besides, in further studies relationships between different variables might be examined.

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