

The Relationship Between Leadership Style and Managers' Communication Patterns on Employee Performance, Job Satisfaction, and Organizational Commitment

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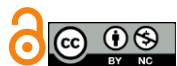
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ABSTRACT

Objective: The present study aimed to examine the relationship between leadership style and managers' communication patterns on employee performance, job satisfaction, and organizational commitment.

Methodology: The study is descriptive-survey in nature. The research population included all managers and employees of Pardis Petrochemical Company in the year 2023, from which 280 individuals were purposefully selected as the sample. The research instruments included the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1985), the Communication Skills Questionnaire (CKIJ) by Jerabek (2004), the Organizational Performance Questionnaire (ACHIEVE) by Hersey and Goldsmith (2003), the Job Satisfaction Questionnaire (JSQ) by Weiss, Dawis, England, and Lofquist (1967), and the Organizational Commitment Questionnaire (OCQ) by Allen and Meyer (1990). The method of analysis used in this study was structural equations.

Findings: The findings indicated that there is a relationship between managers' leadership styles and employee performance, job satisfaction, and organizational commitment ($p < .05$). Additionally, a relationship was found between managers' communication patterns and employee performance, job satisfaction, and organizational commitment ($p < .05$).

Conclusion: It can be concluded that leadership style and managers' communication patterns have a significant impact on important aspects of organizational behavior, including employee performance, job satisfaction, and organizational commitment.

Keywords: Agility criteria, telecom industry, digital strategies, digital transformation.

1 Introduction

Employee job performance is the foundation and core of organizational success and is effectively related to levels of motivation and intrinsic and extrinsic rewards (Lee et al., 2023). It is influenced by individual characteristics (education, experience, and ability), work outcomes (feedback and job security), perceptions of leadership style and supervisor behavior, person-job fit, workplace conditions, and several other factors (Shahandeh et al., 2024). This concept extends beyond merely performing assigned tasks and includes initiative, creativity, and effective interaction with colleagues. Managers can enhance employee job performance by providing regular feedback, offering learning and development opportunities, and establishing fair reward systems (Lee et al., 2023). Additionally, the use of modern technologies and digital tools in the workplace can contribute to improved productivity and performance (Jufrizen et al., 2021). Ultimately, continuous evaluation and improvement of employee job performance are essential for the sustainable success of organizations in today's competitive environment (Chamani Qalandari et al., 2022).

Employee job satisfaction is one of the most important indicators of organizational health and a key factor in business success (Ghasemi et al., 2023). This concept refers to the degree of satisfaction and contentment individuals feel toward their job and work environment. Recent research shows that high job satisfaction is directly related to increased productivity, organizational commitment, and service quality (Hartika et al., 2023). Numerous factors influence job satisfaction, including salary and benefits, job security, advancement opportunities, relationships with colleagues and managers, and the nature of the work. Studies indicate that a flexible work environment and work-life balance also play a significant role in enhancing job satisfaction (Mo'tamed & Dibachi, 2023). Furthermore, a positive and supportive organizational culture can significantly improve job satisfaction (Indrayani et al., 2024). Managers can increase employee job satisfaction by creating professional development opportunities, providing constructive feedback, and strengthening internal communications. Regular measurement and continuous improvement of job satisfaction are crucial for maintaining an organization's competitive advantage (Hartika et al., 2023).

Employee organizational commitment refers to the emotional and psychological attachment individuals have to

the organization and their willingness to remain and strive toward organizational goals (Rahimnia et al., 2023). This concept is considered one of the key factors in the success and sustainability of organizations. Recent research shows that high organizational commitment is directly related to increased productivity, reduced absenteeism and turnover, and improved customer satisfaction (Soomro et al., 2023). Several factors influence organizational commitment, including organizational culture, leadership style, and career advancement opportunities. Studies indicate that fostering a strong sense of belonging and organizational identity can enhance employee commitment (Xu et al., 2023). Additionally, shared values between employees and the organization play a crucial role in strengthening organizational commitment (Agirre-Aramburu et al., 2023). Managers can improve organizational commitment by creating a supportive work environment, maintaining transparent communications, and involving employees in decision-making processes. Continuous reinforcement of organizational commitment is essential for maintaining competitive advantage and achieving long-term success (Haji Aghanajad & Angazi Ghods, 2022).

Leadership style refers to the set of behaviors, attitudes, and methods that a leader employs to guide, motivate, and manage individuals and teams. These styles can range from authoritarian to participative and from task-oriented to relationship-oriented. In recent years, transformational, servant, and authentic leadership styles have garnered significant attention (Lee et al., 2023). The relationship between leadership style and employee performance is strong. Leaders who adopt a transformational style can significantly improve employee performance by creating an inspiring vision and stimulating intellectual engagement. Studies show that this leadership style is directly related to increased creativity, innovation, and employee productivity (Sari et al., 2021). In the context of job satisfaction, servant leadership plays a critical role. Leaders who prioritize the needs and growth of employees can create a positive and supportive work environment that leads to increased job satisfaction. This leadership style enhances employee satisfaction by fostering a sense of value and trust (Irfan, 2022). Organizational commitment is also heavily influenced by leadership style. Authentic leadership, which emphasizes transparency, ethics, and self-awareness, can strengthen employees' emotional commitment to the organization. Leaders who effectively represent organizational values and serve as role models can increase employees' loyalty and sense of belonging (Xu et al., 2023).

Recent research suggests that flexibility in leadership style and the ability to adapt it to changing conditions and diverse employee needs can have the most significant impact on performance, job satisfaction, and organizational commitment (Yusuf et al., 2022).

Managers' communication patterns refer to the methods and approaches used by managers to communicate with employees, convey information, and manage internal relationships within the organization. These patterns can include formal and informal communication, verbal and non-verbal communication, and the use of various communication channels such as face-to-face meetings, emails, or digital communication platforms. Recent research suggests that effective managerial communication patterns may involve active listening, transparency in information transmission, and creating an open space for feedback and discussion (Lee et al., 2023). The relationship between managers' communication patterns and employee performance is strong. Managers who employ clear and consistent communication patterns can more effectively convey organizational goals and expectations, which leads to improved employee performance. Studies show that two-way and participative communication is directly related to increased employee productivity and creativity (Musheke & Phiri, 2021). In the context of job satisfaction, open and supportive communication patterns play a critical role. Managers who regularly provide constructive feedback and promote empathetic communication can enhance employee job satisfaction. These communication patterns improve employee satisfaction by creating a sense of value and mutual understanding (Mo'tamed & Dibachi, 2023). Organizational commitment is also strongly influenced by managers' communication patterns. Transparent and consistent communication regarding organizational vision, values, and goals can strengthen employees' emotional commitment to the organization. Managers who share information promptly and thoroughly and keep employees informed about important decisions can increase employees' sense of belonging and loyalty (Haji Aghanajad & Angazi Ghods, 2022).

This research aims to fill several significant gaps in the field of management and organizational behavior. Firstly, most previous studies have focused on leadership styles, while this research specifically emphasizes managers' communication patterns. This approach can provide a deeper understanding of the role of communication in organizational success. Secondly, this study simultaneously examines the impact of communication patterns on three key

variables—performance, job satisfaction, and organizational commitment—which can offer a more comprehensive perspective compared to previous studies that typically focused on one or two variables. Additionally, given the rapid changes in the workplace environment and the emergence of new communication technologies, this research can provide new insights into effective communication patterns in the digital age. Ultimately, this study can contribute to developing practical strategies for improving managerial communication and, consequently, enhancing organizational performance. Therefore, this research was conducted with the aim of examining the relationship between leadership style and managers' communication patterns on employee performance, job satisfaction, and organizational commitment.

2 Methods and Materials

2.1 Study Design and Participants

The present research is descriptive-survey in nature. The statistical population of the study included all managers (40 individuals) and employees (1,030 individuals) of Pardis Petrochemical Company in the year 2023. The sampling method used in this research was purposive sampling. Based on Cochran's formula, 280 employees were selected using simple random sampling. Accordingly, given the sample size, seven employees per manager were selected as the sample. The inclusion criteria for the sample included employment at Pardis Petrochemical Company, having at least one year of work experience, and willingness to participate. Exclusion criteria included non-cooperation with the researcher and failure to complete the research questionnaires. Ethical considerations in the research included: (1) ensuring the confidentiality of participants' information by the research supervisors and assistants; (2) fully explaining the research objectives to the participants; (3) providing research results to participants after completion; (4) presenting results based on the actual data obtained; and (5) acknowledging participants for their contribution to the research project. To conduct the research, an introductory session was held, and a consent form and a questionnaire containing demographic information were distributed among the participants. To ensure anonymity and guarantee participants' privacy, a corresponding code was assigned to each participant.

2.2 Measures

2.2.1 Leadership Style

The Leadership Styles Questionnaire was designed by Bass and Avolio in 1985. The initial version of the questionnaire consisted of 45 items, but in the latest revision by Bass and Avolio (1996), the number of items was reduced to 36. This questionnaire assesses factors and indicators of transformational, transactional, and laissez-faire leadership. Transformational leadership includes 20 questions and 5 components, transactional leadership includes 12 questions and 3 components, and laissez-faire leadership includes 4 questions. Responses are scored on a five-point Likert scale ranging from strongly agree (5 points) to strongly disagree (1 point). Bass and Avolio (1996) reported a Cronbach's alpha coefficient of 0.85 for this questionnaire, indicating good internal consistency. In many studies, construct validity coefficients for the entire questionnaire have been reported at 0.82. In the study by Oskeui (2017), positive and negative correlations were observed between the subscales of the leadership style questionnaire and organizational performance, indicating satisfactory convergent and divergent validity for this questionnaire. The reliability of the questionnaire was reported as 0.74 using the Cronbach's alpha method (Golchini et al., 2021). In this study, the reliability of the questionnaire was obtained as 0.79 using Cronbach's alpha.

2.2.2 Communication Skills

Jerabek's Revised Communication Skills Questionnaire is a scale consisting of 34 items, published by Queendom Institute in 2004. It encompasses five subscales: the ability to receive and understand verbal and non-verbal messages, emotion regulation, listening skills, insight into the communication process, and assertive communication. The questionnaire items are scored on a 5-point Likert scale ranging from 1 (never) to 5 (always). The minimum possible score is 34, and the maximum is 170. A score between 34 and 68 indicates poor communication skills, a score between 68 and 102 indicates average communication skills, and a score above 102 indicates high communication skills. In the study by Queendom (2004), the questionnaire's reliability was assessed using the Cronbach's alpha method, with a value of 0.72, indicating acceptable internal consistency. The construct validity was reported as 0.83 using factor analysis (Queendom, 2004). Hossein Chari and Fadakar (2005) reported the questionnaire's reliability using

Cronbach's alpha as 0.69, indicating internal consistency. In another study, Yousofi (2006) reported a reliability of 0.81 for the overall communication skills scale using Cronbach's alpha and 0.77 using the split-half method. The content validity was confirmed qualitatively by experts (Yusefi, 2006). In the present study, the reliability of the questionnaire was obtained as 0.80 using Cronbach's alpha.

2.2.3 Organizational Performance

Organizational Performance Questionnaire (ACHIEVE) was developed by Hersey and Goldsmith (2003). The Organizational Performance Scale consists of 42 items and seven subscales, including ability (4 questions), clarity (7 questions), help (5 questions), incentive (6 questions), evaluation (9 questions), credibility (6 questions), and environment (5 questions). The items are scored on a 5-point Likert scale (ranging from very low = 1 to very high = 5). Scores between 42 and 84 indicate poor organizational performance, scores between 84 and 126 indicate moderate organizational performance, and scores above 210 indicate very good organizational performance. Sanford (2009) reported the reliability of the questionnaire using Cronbach's alpha as 0.80, indicating acceptable internal consistency, and reported construct validity as 0.85 through confirmatory factor analysis. Asadi et al. (2009) reported the questionnaire's reliability using Cronbach's alpha as 0.86, and its validity was confirmed through expert opinions (Asadi et al., 2009). In this study, the reliability of the questionnaire was obtained as 0.85 using Cronbach's alpha.

2.2.4 Job Satisfaction

This questionnaire was developed and standardized by Weiss and Krum in 1991 based on the Job Descriptive Index and includes 39 items covering five dimensions: type of work, supervision, colleagues, promotion, and pay and benefits. Respondents are asked to mark their responses on a bipolar five-point scale. Each pole of the scale presents two opposing adjectives. The scores on the continuum (ranging from 1 to 5) indicate the degree of satisfaction assigned to each factor. To measure an individual's job satisfaction, scores for each dimension are calculated separately and then summed. A score between 5 and 9 indicates dissatisfaction, a score between 9 and 13 indicates low satisfaction, a score between 13 and 17 indicates moderate satisfaction, a score between 17 and 21 indicates high satisfaction, and a score between 21 and 25 indicates very high satisfaction. Wysocki and Kromm (1991) reported a Cronbach's alpha reliability of

0.85 and a construct validity of 0.92 through confirmatory factor analysis (Wysocki & Kromm, 1986). Bagheri (2009) reported an overall reliability of 0.85 and a construct validity of 0.87 using Cronbach's alpha (Ghasemi et al., 2023). In the present study, the reliability was obtained as 0.86 using Cronbach's alpha.

2.2.5 Organizational Commitment

The Organizational Commitment Questionnaire by Allen and Meyer (1990) consists of 24 items organized into three components: affective commitment, continuance commitment, and normative commitment. The questionnaire items are scored on a five-point Likert scale ranging from strongly agree (5 points) to strongly disagree (1 point). The minimum possible score is 24, and the maximum is 102. A score between 24 and 56 indicates low overall job satisfaction. A score between 56 and 102 indicates moderate overall job satisfaction. A score above 102 indicates high overall job satisfaction. Allen and Meyer (1990) reported a Cronbach's alpha reliability of 0.85 for the entire questionnaire and a construct validity of 0.91 through confirmatory factor analysis (Allen & Meyer, 1990). In the study by Javanmard (2012), the questionnaire's validity was confirmed by experts in the field. The reliability of the questionnaire was reported as 0.71 using Cronbach's alpha (Ghasemi et al., 2023; Haji Aghanajad & Angazi Ghods, 2022; Rahimnia et al., 2023). In this study, the reliability was obtained as 0.83 using Cronbach's alpha.

2.3 Data Analysis

Structural equation modeling was used for data analysis, employing SPSS version 26 and Smart PLS version 3 software.

3 Findings and Results

In the present study, there were 11 female managers (27.50%) and 29 male managers (72.50%), and 88 female employees (31.43%) and 192 male employees (68.57%). The age distribution of managers was as follows: under 35 years, 2 individuals (5.00%); 35 to 50 years, 13 individuals (32.50%); and over 50 years, 25 individuals (62.50%). The age distribution of employees was as follows: under 35 years, 65 individuals (22.86%); 35 to 50 years, 128 individuals (45.71%); and over 50 years, 88 individuals (31.43%). The education levels of managers were: high school diploma and associate degree, 3 individuals (7.50%); bachelor's degree, 23 individuals (57.50%); and master's degree and above, 14 individuals (35.00%). The education levels of employees were: high school diploma and associate degree, 43 individuals (15.36%); bachelor's degree, 134 individuals (47.86%); and master's degree and above, 103 individuals (36.78%). The work experience of managers was: under 10 years, 2 individuals (5.00%); 10 to 20 years, 16 individuals (40.00%); and over 20 years, 22 individuals (55.00%). The work experience of employees was: under 10 years, 65 individuals (23.21%); 10 to 20 years, 99 individuals (35.36%); and over 20 years, 116 individuals (41.43%). Table 1 shows the means and standard deviations of the research variables.

Table 1

Means and Standard Deviations of Research Variables

Component	Mean	Standard Deviation	Skewness	Kurtosis	Minimum	Maximum
Organizational Performance	3.64	0.622	-0.509	-0.456	2.00	4.74
Leadership Style	3.59	0.676	0.242	-0.865	2.38	5.00
Communication Skills	3.64	0.452	0.687	0.798	2.85	5.00
Job Satisfaction	3.48	0.598	-0.192	-0.994	2.13	4.54
Organizational Commitment	3.44	0.733	-0.370	-0.828	1.46	4.71

Initially, the normality of the research indicators was examined using the Kolmogorov-Smirnov one-sample test. The significance level of the Kolmogorov-Smirnov test for all research indicators was less than 0.05, indicating that all

research indicators have a non-normal distribution. Structural equation modeling was used to test the research hypotheses. The graphical output of the research model is presented below.

Figure 1

Standard Path Coefficients of the Conceptual Model

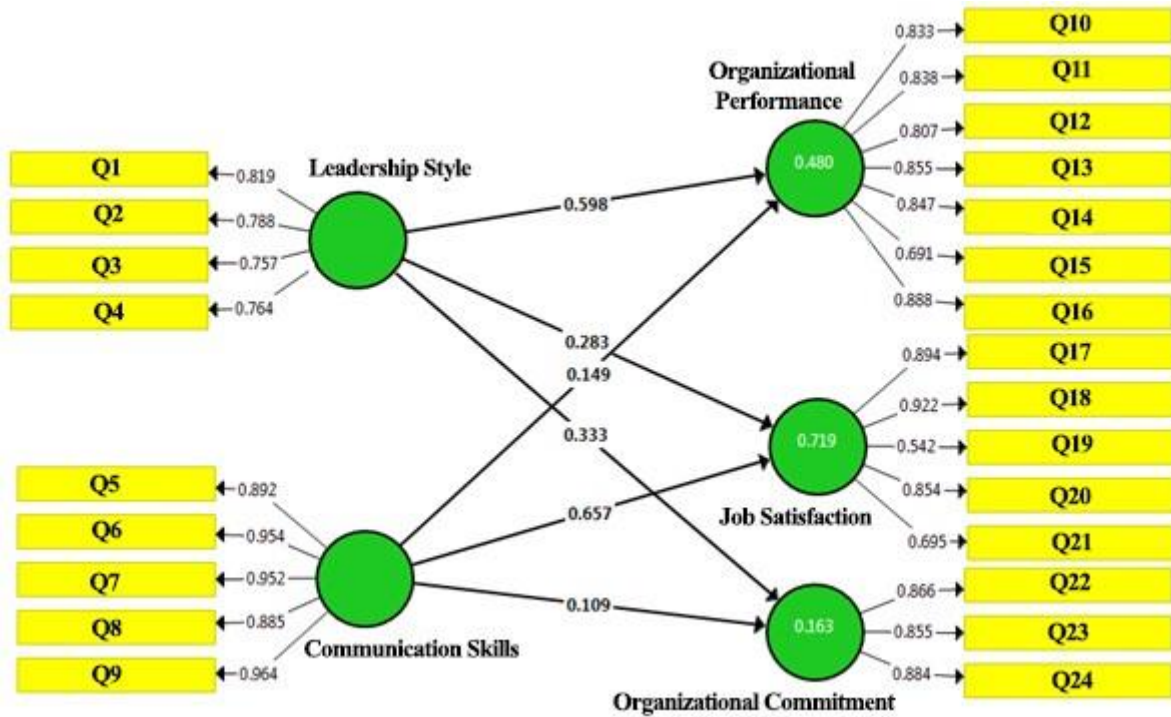
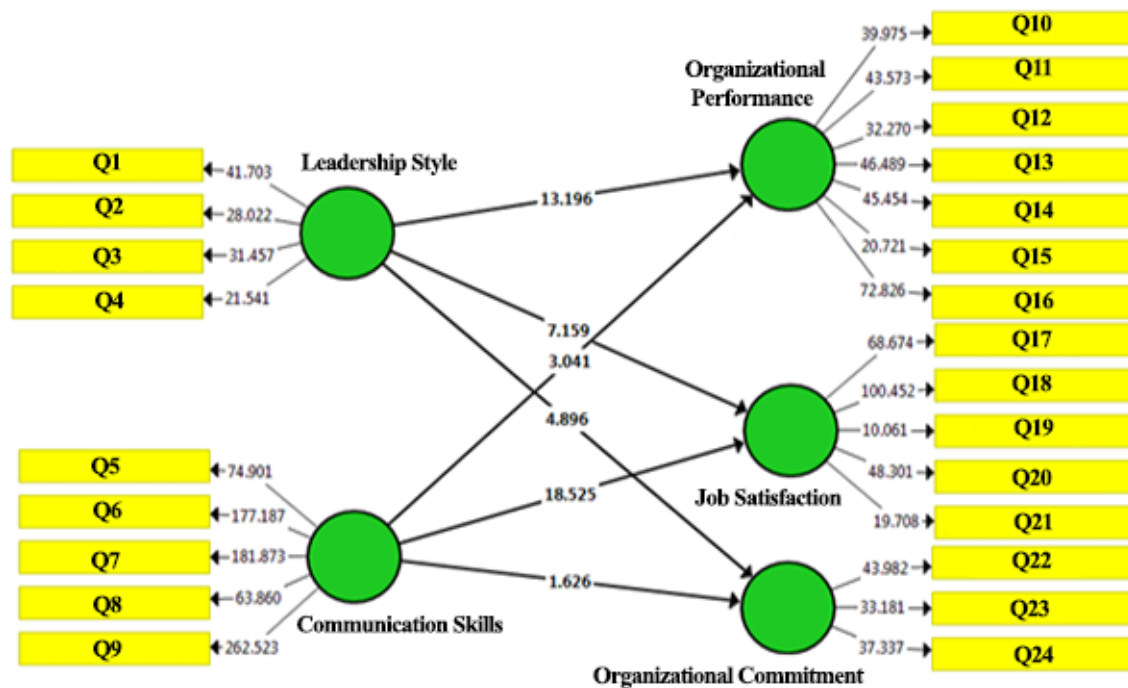


Figure 2

T-values for Testing the Significance of Path Coefficients



The numbers on the paths represent the path coefficients. To test the significance of the path coefficients, the t-values were calculated using the bootstrap method. If the t-value

exceeds 1.96, the path coefficient is significant at the 0.05 level.

Table 2*R² and Q² Values for Research Variables*

No.	Variable	Q ²	R ²
1	Organizational Commitment	0.105	0.163
2	Job Satisfaction	0.417	0.719
3	Organizational Performance	0.296	0.480

Table 2 provides criteria related to the endogenous (dependent) latent variables in the model. The criterion indicates the impact of an exogenous variable on an endogenous variable, with values of 0.19, 0.33, and 0.67 considered as weak, moderate, and strong, respectively. The criterion specifies the model's predictive power. If the value of Q² for an endogenous construct reaches 0.02, 0.15, or 0.35, it indicates weak, moderate, and strong predictive power of the related exogenous constructs, respectively.

The average communalities value was 0.449, and the average R² was 0.454. Based on the formula, the GOF (Goodness of Fit) criterion value was calculated as 0.451, which is greater than the threshold of 0.30, indicating a good fit of the model in predicting the latent endogenous variables. The average communalities value was 0.449, and the average R² was 0.454. Based on the formula, the GOF criterion value was calculated as 0.451, which is greater than the threshold of 0.30, indicating a good fit of the model in predicting the latent endogenous variables.

Table 3*Results of Structural Model Evaluation for Testing Research Hypotheses*

No.	Path	Path Coefficient (β)	t-value	Test Result
1	Leadership Style → Organizational Performance	0.598	13.196	Confirmed
2	Leadership Style → Job Satisfaction	0.283	7.159	Confirmed
3	Leadership Style → Organizational Commitment	0.333	4.896	Confirmed
4	Communication Patterns → Organizational Performance	0.149	3.041	Confirmed
5	Communication Patterns → Job Satisfaction	0.657	18.525	Confirmed
6	Communication Patterns → Organizational Commitment	0.109	1.626	Confirmed

In Table 3, the significance statistic for the relationship between leadership style and employee performance is 13.196, which is greater than 1.96, indicating that the relationship between leadership style and employee performance is significant at the 95% confidence level. The significance statistic for the relationship between leadership style and job satisfaction is 7.159, which is greater than 1.96, indicating that the relationship between leadership style and job satisfaction is significant at the 95% confidence level. The significance statistic for the relationship between leadership style and organizational commitment is 4.896, which is greater than 1.96, indicating that the relationship between leadership style and organizational commitment is significant at the 95% confidence level. The significance statistic for the relationship between managers' communication patterns and employee performance is 3.041, which is greater than 1.96, indicating that the relationship between managers' communication patterns and employee performance is significant at the 95% confidence

level. The significance statistic for the relationship between managers' communication patterns and employee job satisfaction is 18.525, which is greater than 1.96, indicating that the relationship between managers' communication patterns and employee job satisfaction is significant at the 95% confidence level. The relationship between managers' communication patterns and employee organizational commitment is also significant at the 95% confidence level.

4 Discussion and Conclusion

The present study aimed to investigate the relationship between leadership style and managers' communication patterns on employee performance, job satisfaction, and organizational commitment. According to the findings, leadership style positively affects employee performance. The findings align with the prior research (Lee et al., 2023; Sari et al., 2021; Shahandeh et al., 2024). Effective leadership can create a positive and motivating work

environment where employees feel valued and supported. This leads to increased job satisfaction, organizational commitment, and consequently, improved performance (Ghasemi et al., 2023). Leaders guide employees by providing a clear vision and specific goals, aligning individual efforts with organizational objectives. Additionally, effective leaders remove performance barriers by providing necessary resources and support, creating conditions for employee success. Furthermore, an appropriate leadership style can foster a positive organizational culture that encourages innovation, collaboration, and continuous learning. This culture allows employees to fully realize their potential and achieve better performance (Moshayekh Moini, 2023). Leaders model desirable behaviors and establish high performance standards, guiding employees toward excellence. By providing constructive feedback and supporting employees' personal development, leaders create an environment for continuous performance improvement (Golchini et al., 2021).

Another finding of the study shows that leadership style positively influences job satisfaction. The findings are consistent with the prior research (Ghasemi et al., 2023; Irfan, 2022). Effective leadership plays a crucial role in creating a positive and motivating work environment, which in turn increases employee job satisfaction. Leaders who adopt appropriate leadership styles can foster constructive communication, build trust, and involve employees in decision-making. These factors make employees feel more valued and attached to the organization (Irfan, 2022). Additionally, leaders can enhance employees' sense of purpose and meaning in their work by providing a clear vision and guiding them toward achieving organizational goals. This, in turn, increases employees' intrinsic job satisfaction (Ghasemi et al., 2023). Furthermore, leaders who offer growth and development opportunities for employees create conditions for their career advancement, which is a significant factor in job satisfaction. Participative and transformational leadership styles, in particular, are associated with increased job satisfaction. These styles create an environment where employees feel more satisfied and committed to their work and organization by focusing on individual needs, motivating and inspiring, and encouraging creativity and innovation (Lee et al., 2023).

The next finding indicated that leadership style has a positive and direct impact on employee organizational commitment. The findings are consistent with the research of Xiu et al. (2023), Yousuf et al. (2023), and Rahimnia et

al. (2023). Effective leadership can create a positive and supportive work environment where employees feel valued and important. This leads to increased job satisfaction and, consequently, greater commitment to the organization. Leaders guide employees toward organizational success by providing a clear vision and specific goals, strengthening their sense of purpose and belonging. Additionally, leaders help develop employees' skills by providing constructive feedback and growth opportunities, increasing their confidence and loyalty to the organization. Moreover, leaders strengthen mutual trust within the organization by establishing effective and transparent communication, which is the foundation of organizational commitment. Studies have shown that employees who view their leaders as supportive and inspiring are more likely to remain with the organization and strive to achieve its goals (Xu et al., 2023). Furthermore, participative and transformational leadership styles enhance employees' commitment by fostering a sense of ownership and responsibility (Rahimnia et al., 2023).

Another finding of the study reveals that managers' communication patterns have a positive and direct impact on employee performance. The findings are consistent with the prior research (Lee et al., 2023; Moshayekh Moini, 2023). Effective communication in organizations plays a vital role in information transfer, activity coordination, and creating a conducive environment for collaboration. Managers who employ appropriate communication patterns can directly influence employee performance. This influence can be explained through several mechanisms. Clear and effective communication by managers enables employees to have a better understanding of their tasks, expectations, and organizational goals. This clarity in objectives and expectations helps employees focus their efforts in the right direction, leading to better performance (Lee et al., 2023). Managers' appropriate communication patterns can lead to the creation of a positive and supportive organizational atmosphere. In such an environment, employees feel more valued and secure, which, in turn, increases their motivation and commitment, ultimately improving performance (Moshayekh Moini, 2023). Additionally, managers who use effective communication patterns typically provide regular and constructive feedback to employees. This feedback helps employees identify their strengths and weaknesses and take steps to improve their performance. Moreover, open and two-way communication between managers and employees creates opportunities for idea exchange and innovation, which can lead to process improvements and increased

productivity. Managers' appropriate communication patterns can also help reduce misunderstandings and conflicts in the workplace. Reducing tensions and quickly resolving communication issues creates an environment where employees can focus more effectively on their tasks, resulting in better performance (Jufrizen et al., 2021).

Another finding of the study indicates that managers' communication patterns have a positive and direct impact on employee job satisfaction. The findings are consistent with the prior research (Indrayani et al., 2024; Mo'tamed & Dibachi, 2023). Effective communication by managers plays a key role in creating a positive and supportive work environment, which, in turn, affects employee job satisfaction. Managers who use appropriate communication patterns strengthen mutual trust and respect within the organization. This makes employees feel more valued and understood, which is directly related to increased job satisfaction (Mo'tamed & Dibachi, 2023). Furthermore, managers' transparent and open communication helps employees gain a better understanding of their roles, organizational expectations, and advancement opportunities. This clarity and transparency reduce job stress and increase employees' sense of control and satisfaction (Indrayani et al., 2024). Additionally, managers who provide regular and constructive feedback help employees improve their performance and feel a sense of progress, which is a significant factor in job satisfaction (Mo'tamed & Dibachi, 2023).

The final finding of the study shows that the relationship between managers' communication patterns and employee organizational commitment is significant. The findings are consistent with the prior research (Agirre-Aramburu et al., 2023; Haji Aghanajad & Angazi Ghods, 2022). Effective communication by managers plays an important role in shaping employees' perceptions of the organization and creating an emotional bond with it. Managers who use appropriate communication patterns can strengthen trust, transparency, and a sense of belonging within the organization. These factors, in turn, can increase organizational commitment. Open and two-way communication between managers and employees makes them feel more valued and involved in organizational decision-making. This sense of participation and engagement can lead to increased affective and normative commitment among employees (Haji Aghanajad & Angazi Ghods, 2022). Additionally, appropriate communication patterns by managers can help in better conveying organizational values and goals. When employees have a

clear understanding of the organization's mission and vision, they are more likely to align with it and show greater commitment (Agirre-Aramburu et al., 2023). Moreover, effective communication by managers can help reduce ambiguity and job stress, which can also lead to increased job satisfaction and, consequently, organizational commitment.

It can be concluded that leadership style and managers' communication patterns have a significant impact on key aspects of employee organizational behavior. The good fit of the model suggests that these managerial factors can significantly predict and explain employee performance, job satisfaction, and organizational commitment. These findings underscore the importance of paying attention to leadership styles and managers' communication skills in organizations. One of the limitations of this study is its focus on Pardis Petrochemical Company. The data collection tool was a questionnaire. It is recommended to use interviews and observations as well. Future research is suggested to be conducted in other petrochemical companies. Regular assessment of leadership style and managers' communication patterns through employee surveys and feedback can reveal the strengths and weaknesses of managers and provide opportunities for improvement.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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